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Annual Report

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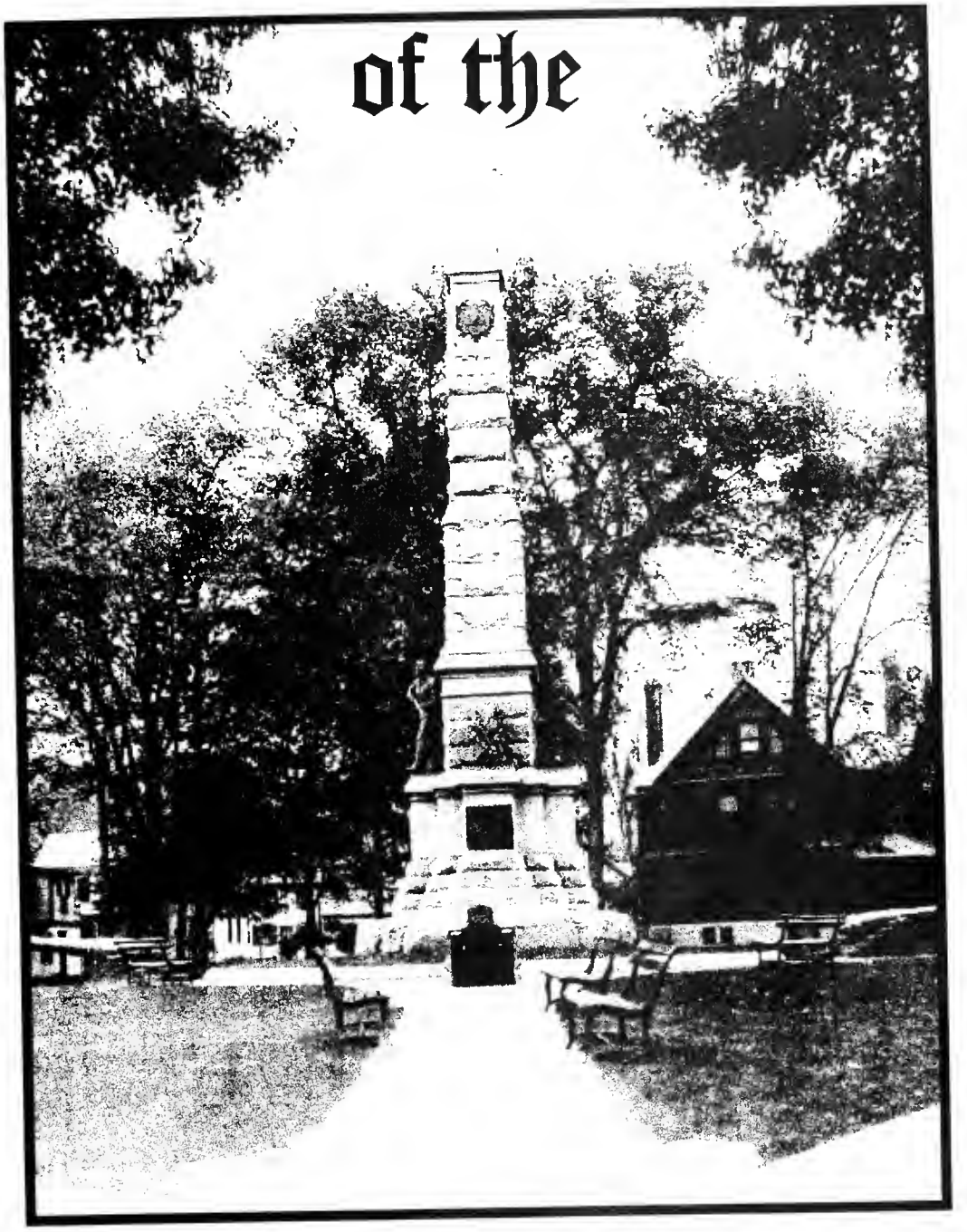

City of Nashua, New Hampshire

1996

143rd Municipal Government Report

143RD MUNICIPAL

GOVERNMENT REPORT

FISCAL YEAR

JULY 1, 1995 - JUNE 30, 1996

FORMATTED AND COMPILED BY:

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IN FOND MEMORY OF

ELOISE RAVENELLE

AUGUST 5, 1926 - MARCH 27, 1996

Eloise was an employee of the City of Nashua for more than thirty-five years. She was hired as a clerk in the Tax Collector's Office on September 9, 1952 and retired on February 26, 1988 as Deputy Treasurer/Tax Collector for the City of Nashua. She was a loyal and dedicated employee who gave all her energies to the City.

The City of Nashua is a better place because of Eloise's contributions and it is with affection and in her memory that this Annual Report is dedicated to her.

"CONSUMERS ARE STATISTICS. CUSTOMERS ARE PEOPLE."

Stanley Marcus

This 143rd Municipal Government Report for the City of Nashua has been compiled through the efforts of local public officials, to serve as a permanent record of the past year. We hope that you will find it interesting and informative.

Your questions and comments regarding any of the information contained in this report are welcome. Feel free to call us at 594-3388.

Eleanor A. Benson
City Clerk

Patricia E. Lucier
Deputy City Clerk

SEAL OF NASHUA

The seal of the City of Nashua shall consist of a circular disk, upon the outer edge of which shall be inserted the words **"TOWNSHIP OF DUNSTABLE, 1673,"** and upon the bottom of the disc the words **"CITY OF NASHUA, 1853."** In the foreground shall be an anvil and hammer, a plough, a bale of goods, a regulator and a horn of plenty.

Across the center of the disc shall be represented a bridge and train of railroad cars; in the background shall be a cotton mill and iron foundry. In the upper center shall be two clasped hands. The whole to be enclosed in a laurel wreath.

INTERPRETATION

Laurel - symbolized victory
The conquest of the wilderness
Dunstable became a plantation in 1673
Nashua was incorporated as a city in 1853
The clasped hands, symbolize the union of
Nashua and Nashville

The articles in the foreground symbolize the chief occupations and leading industries of Nashua.

STATISTICS OF NASHUA

October 26, 1673:	The General Assembly of Massachusetts granted a Charter to the township of Dunstable
April 4, 1746:	The Province of New Hampshire granted a Charter to the township of Dunstable (in New Hampshire)
December 15, 1836:	Name of Dunstable changed to Nashua
January 23, 1842:	Nashua divided: Nashville: North Side of River Nashua: South Side of River
1843:	Town Hall completed
June 28, 1853:	Nashville united with Nashua and received City Charter

Area of City	32 square miles
4 Lane State Highway	9 ½ miles
Length of Streets and Roads	235 miles
2 Lane State Highway	25 miles
For a Total of	1,160 miles

GENERAL INFORMATION

1885	April 14:	Nashua Horse Railway started.
1886	Fall:	Electric Lights installed in stores only.
1887		First Electric Street Railway Service Electrified.
1895	August 13:	Street Railway Service Electrified.
1910		City Farm sold, became Nashua Country Club.
1913	Sept. 3:	Nashua White Way Installed.
1917		Spring Street School destroyed by fire.
1919		Dedication of new High School on Spring Street.
1920		Playground opened on South Common.
1922		Daniel Webster Highway opened.
1924		Main Street widened from West Pearl to Hollis Street.

1924		Nashua Main Street Bridge destroyed by fire.
1925		New Main Street Bridge built.
1928		Nashua celebrated 75th Anniversary as a City.
1930	May 4:	Crown Hill fire.
1932		Nashua Street Railway Service discontinued.
1934	July 19:	Police Radio installed.
1936	March 19:	Flood.
1937		Holman Stadium dedicated.
1937	Nov. 19:	Teletype System installed.
1938	Sept. 20:	Hurricane and Flood.
1944	April 11:	Main Street widened from Main Street Bridge to the Southerly line of Montcalm Building.
1945		Airport dedicated at Boire Field.
1946		Parking meters installed.
1946		Federal Public Housing for Veterans of World War II (80 units).
1947		Merrimack River flood control project completed.
1949		Dike-Pump House.
1949		South of Lake Street Pump House.
1950		Main Street widened on Westerly side, from West Hollis Street to Mulberry Street.
1953		Nashua Centennial Celebration.
1954	August 31:	Hurricane "Carol".
1954	Sept. 11:	Hurricane "Edna".
1954	Nov. 12:	"Red Wing Express" (Montreal to Boston), wrecked at Bridge Street Crossing, near Union Street - one killed, twenty-one injured.
1956	March 16/19:	"Twin Blizzards".
1956	April 8:	"Blizzard" (one death).
1956	April 10:	Fire Alarm Whistle silenced.
1957	February 4:	N.H. National Guard Armory destroyed by fire.

1958	January 7:	Twenty-one inch blizzard (one death).
1958	January 16:	Sixteen inch blizzard.
1958	January:	Widening of Main Street bottleneck started (West Side).
1959		Widening of Main street Bridge Southerly, completed.
1959	March 8:	Dedication of New National Guard Armory.
1960	Sept. 1:	Chandler Library opened; October 10, formally dedicated.
1961	January 30:	Twenty-five inch blizzard (one death).
1962		Vagge Village, 50 unit Housing for Elderly.
1963		Federal Aviation Agency (Boston Center) opened.
1963		New Post Office completed.
1964	Nov. 16:	New lights installed in business district.
1965		Memorial Monument to President Kennedy installed in front of City Hall.
1965	October 26:	Lyons Field dedicated (Marshall Street).
1965	November 9:	Gardner Field dedicated (Bowers Street).
1966		Federally Subsidized Housing, Ledge Street, 30 units.
1966	February 1:	Ward boundaries changed.
1967	June 17:	St. Joseph Hospital dedicated.
1967	June 30:	B&M ends passenger train service to Nashua.
1968	March 13:	Gift of $800,000 by Eliot Carter for new library.
1968	June 9:	Unveiling and dedication of Nashua Firemen's Relief Association Monument on Stark Square.
1969		Veteran's Memorial Field dedicated.
1969	Nov. 25:	Second gift of $300,000 by Eliot Carter for new Library.
1970		Old Post Office demolished.
1970	Sept. 15:	Veterans Memorial Bridge dedicated (cost $1.6 million).
1970	Sept. 15:	Taylor Falls Bridge closed.
1971	June 28:	Hunt Memorial Building listed in National Register of Historic Places.

1971	Sept. 26:	Nashua Public Library dedicated.
1971		New Communications Center, Nashua Police Department (cost $87,000).
1971	November 2:	Voting machine used for first time in Municipal Election.
1972		Ward boundaries changed.
1972	May 21:	Florence Speare Memorial Building dedicated.
1972	August 8:	One-way traffic plan adopted.
1973	July 19:	Sagamore Point Bridge opened.
1973	July 20:	Hunt Building rededicated Hunt Memorial Building.
1973	Sept. 19:	Roussel Memorial Field dedicated.
1974	December:	New bridge opened to traffic (replacement for Taylor Falls Bridge).
1975		Nashua N.H. Foundation permanently displays historic Mill Bell.
1975	July 4:	Laying of Cornerstone - New High School.
1976	July 13:	Dedication of Bicentennial Monument to Revolutionary War Soldiers in Bicentennial Park.
1977		City receives one million dollar grant from EDA to build new Police Station, Public Works Garage, Court House and Parking Garage.
1977	Sept. 7:	Dedication of Richard Belanger Gymnasium (Nashua High School Gym).
1977	October 2:	Dedication of Library Media Center at Bicentennial Elementary School to Assistant Superintendent Emma Nicol.
1977	November:	Main Street Amenities (first phase).
1978	February 7:	Record 27 inch snowfall paralyzes city.
1978	February 18:	President Carter's visit to Nashua for Town Meeting with area High School students. President Carter presented Key to the City in box specially made in Santa Rosa with inscription carved by laser beam.
1978	July:	Second phase of Main Street Amenities Program.
1978	August:	Statue of Major General John G. Foster relocated.
1978	October 25:	1903 Time Capsule at Foster Square opened for the first time in 75 years, and a new capsule sealed and placed next to the relocated statue of Major General John Gray Foster.
1978	Nov. 24:	Municipal Parking Garage opened to the public.
1979	March 5:	Nashua District Courthouse and Municipal Parking Garage dedicated.

1979	May:	Mine Falls Park Project recipient of 1979 N.H. Outstanding Civil Engineering Achievement Award: pedestrian bridge selected by the American Society of Civil Engineers for an Award of Merit by the American Institute of Steel Construction.
1979	May 18:	Police Station and BPW Garage dedicated.
1979	Sept. 30:	Amherst Street School Gym dedicated to Tony Marandos.
1980	January 28:	Passenger rail service between N.H. and Boston begun.
1980	April 17:	Abbott-Spalding House listed in National Register of Historic Places.
1980		North Little League ball field near Amherst Street School named for the late Robert H. Murray, Sr., former major league baseball star.
1980	August 20:	Demolition of Arlington Street School started; demolition completed September 17,1980.
1980	August:	Dedicated Xavier House, 34 unit Housing for the Elderly.
1980	October:	Nashua Jewish Community marks 20th anniversary of opening of Raymond Street Temple.
1981	May 3:	Dr. Norman Crisp School dedicated (Arlington Street).
1981	May 22:	Arel Manor Dedicated, Housing for Elderly with 110 units.
1981	June:	Temple Street School and James B. Crowley School closed.
1981	July 30:	Laton House celebrates 100th Anniversary.
1981		Indian Head National Bank marks 130th Anniversary.
1981		Main Street United Methodist Church celebrates sesquicentennial Anniversary.
1981	September:	Demolition of Public Works Garage on East Hollis Street begun.
1982		Nashua Telegraph celebrates its sesquicentennial.
1982		Goodwill Building, corner Main and E. Pearl Streets, renovated; Now known as City Plaza.
1982		Paper Box Co. Building, corner E. Hollis and Dearborn Streets; renovated for Matthew Thornton Health Clinic.
1983	Dec. 20:	A three-year lease was signed bringing the Double AA Baseball League to Nashua, permitting the Holyoke Millers to become the Nashua Angels for the 1983 Eastern League Season.
1983		Senior Center, 70 Temple Street, dedicated.
1983		Youth benefactor Lawrence C. Elliott's statue dedicated at City Plaza, Main Street.
1983	April 7:	Rededication of the newly renovated Nashua City Hall.

1983	April 7:	Dedication of the Freedom Shrine by the Exchange Club of Nashua to the City of Nashua
1983	November 4:	Temple Street Manor, former Temple Street Elementary School, now 43 units of Housing for the Elderly, dedicated.
1984		Nashua Pirates replaced the Nashua Angels in becoming the Double AA Baseball team in the Eastern League.
1984	April:	Street light conversion begun.
1984	July 15:	Hellenic Circle dedicated (junction Walnut, Chestnut, and Central Streets).
1984	Sept. 15:	City Bus, Nashua's new transit system, began operations.
1984	Sept. 25:	Alan Soifert Playground at Mine Falls Park dedicated.
1985	July 20:	Dedication of maintenance and office building at Nashua Municipal Airport to Airport Manager Kenneth Howe.
1985	Sept. 25:	Hurricane "Gloria".
1985	Sept. 26:	Dedication of the Roby Park, Spit Brook Road.
1985	Nov. 29:	Elm Street Garage dedication.
1985	December 1:	Elm Street Garage officially opened.
1985	Dec. 11:	Power began flowing from the new Mines Falls Hydro-Electric Plant.
1986	July:	Nashua, the only city or town in New Hampshire to computerize the Vehicle Registration process.
1986	July:	The Pheasant Lane Mall opened (150 stores).
1986	July 12:	J.F. Kennedy statue returned to its original location in front of City Hall.
1986	August 21:	Dedication of the Park Recreation Building on 100 Concord Street, Nashua, NH.
1986	September:	Rededication of Deschenes Oval, Railroad Square.
1986	Sept. 28:	Dedication of Playing Fields at Mine Falls Park to Marine Sgt. Allen H. Soifert.
1986	November:	Rededication of Elm Street Junior High School Auditorium.
1987	January 18:	Nashua Center for the Arts officially transferred to local developer John Stabile.
1987	February:	New transit fleet for the City Bus Company arrives.
1987	March:	Conveyance of the former James B. Crowley School to the Nashua Adult Learning Center, Inc.
1987	March:	Arts & Science Center changes its name to the Nashua Center for the Arts.

1987	April:	Lights installed at soccer and softball fields at Mine Falls Park.
1987	April 1:	Residence Tax repealed.
1987	April 26:	John P. Howe and Sally Howe Bixby gave a Gift of Land on Broad Street to be known as the "Howe Wildlife Sanctuary".
1987	May:	Ground breaking ceremonies for the new Junior High School on Henri Burque Highway.
1987	July 19:	Money Magazine designated Nashua and its surrounding communities as the most livable area in the United States. Nashua #1 City.
1987	Sept. 8:	Sister City relationship established with An Sung, South Korea.
1987	Sept. 17:	200th Anniversary of the United States Constitution.
1987	Sept. 17:	Dedication of Veterans Memorial at Woodlawn Cemetery.
1987	Sept. 17:	Dedication of Constitution Plaza and Constitution Garden at Main and Spring Streets.
1987	Sept. 19:	Planting and dedication of Constitutional Tree at Greeley Park by the Girl and Boy Scouts of Nashua.
1987	October 27:	Ground breaking for Secondary Sewerage Treatment Plant sewerage facility.
1987	October 28:	Dedication and official opening of the play lot at Roby Park.
1987	October 29:	Unveiling of painting by Nashua Artist James Aponovich in City Hall rotunda.
1988	July 7:	Delegates from An Sun County, South Korea, Sister City to Nashua, visited Nashua.
1988	Sept. 18:	Pennichuck Junior High School dedicated (208 Manchester Street).
1988	October 26:	Unveiling of 2nd painting by Nashua artist John Aponovich in the City Hall rotunda.
1988	October 26:	Volunteer Recycling Program started in the City of Nashua.
1988	Dec. 28:	Relocation of the Central Bus Transfer Station to the area between City Hall and Garden Street.
1989	January 15:	Clocktower Place opened.
1989	January:	Demolition of Spring Street Junior High School completed. Work begun on the new Superior Court on Spring Street location.
1989	June:	Renovation of City Hall Annex, 2nd Floor, completed.
1989	July 1:	Korean War Veteran Memorial
1989	July 30:	Rededication of Fields Grove Park
1990	April 22:	20th Anniversary Earth Day Celebration.

1990	June 12:	Board of Aldermen authorized the sale of the Nashua District Court House to the State of New Hampshire.
1990	Nov. 27:	Designated Martin Luther King Jr.'s Birthday as a Municipal Holiday to be observed on the third Monday in January each year.
1990	Dec. 1:	The Nashua City Bus Contract was awarded to the Greater Nashua Transportation Services, Inc.
1991	January 15:	Wetlands Legislation approved by Nashua Voters in Special Referendum Election.
1991	June 12:	Mt. Auburn Associates prepared a strategic plan for the future for the City of Nashua and the Greater Nashua Chamber of Commerce.
1991	November:	City Vehicle Registration Office began issuing license plate decals for State of New Hampshire.
1992	January 31:	City Clerk's Office relocated to Elm Street side of City Hall.
1992	February 18	New Ward Boundaries were established.
1992	May 13:	Amherst Street School celebrated its 100th Anniversary.
1992	November:	City of Nashua Received "1st Place" award for excellence in Annual Reports by the New Hampshire Municipal Association.
1993	January 12:	Created Hunt Memorial Building Restoration Fund.
1993	January:	Regional Roundtable established.
1993		SARA Title III Regional Meeting and Conference with EPA.
1993	November 2:	Budget Control Charter Amendment and Approval of Salaries and Collective Bargaining Agreements of the Nashua School District approved by Nashua voters by Referendum Question.
1994	April 26:	Dedication of Libby Field (lower field at Lincoln Park) in recognition of Linda Libby.
1994	May 10:	Dedication of Matt Dube Field (Baseball Field at St.Andrew's Playground) in recognition of his courage, hope and inspiration.
1994	June 1:	Nashua Memorial Hospital changed its name to Southern New Hampshire Regional Medical Center.
1994	Aug. 15:	100th Anniversary Celebration - Amherst Street Fire Station.
1995	March.	American Stage Festival leased Center for The Arts Building at 14 Court Street.
1996	June 14	Olympic Torch Celebration

CITY CLERK'S DEPARTMENT
VITAL STATISTICS

YEAR	DEATHS	MARRIAGES	BIRTHS	CENSUS
1920	466	585	786	28,379
1921	426	464	853	
1922	434	393	814	
1923	485	410	789	
1924	418	435	870	
1925	426	485	800	
1926	408	462	812	
1927	447	426	749	
1928	418	498	757	
1929	417	518	708	
1930	410	485	699	31,463
1931	418	589	685	
1932	350	546	677	
1933	432	662	636	
1934	442	713	648	
1935	426	699	655	
1936	444	650	625	
1937	441	742	628	
1938	409	602	659	
1939	410	445	636	
1940	345	479	661	32,927
1941	410	532	755	
1942	399	586	874	
1943	413	447	876	
1944	411	441	793	
1945	375	564	789	
1946	414	951	1114	
1947	458	879	1347	
1948	464	795	1247	
1949	423	694	1192	
1950	470	665	1133	34,669
1951	448	692	1263	
1952	457	680	1179	
1953	418	649	1181	
1954	449	612	1232	
1955	484	616	1236	
1956	470	667	1318	
1957	492	624	1410	

VITAL STATISTICS (CONT)

YEAR	DEATHS	MARRIAGES	BIRTHS	CENSUS
1958	511	652	1447	
1959	494	649	1384	
1960	486	560	1437	39,096
1961	520	584	1500	
1962	481	567	1621	
1963	530	592	1577	
1964	554	670	1689	
1965	580	683	1627	
1966	569	709	1552	
1967	584	834	1706	
1968	627	876	1903	
1969	716	978	1911	
1970	671	911	2002	55,820
1971	677	960	2042	
1972	701	994	1864	
1973	622	858	1803	
1974	436	897	1857	
1975	474	873	1715	
1976	551	891	1737	
1977	600	848	1911	
1978	669	785	1871	
1979	716	805	1979	
1980	735	810	2105	67,817
1981	665	942	2167	
1982	665	1044	2227	
1983	753	923	2197	
1984	676	974	2308	
1985	720	1010	2595	
1986	665	916	2676	
1987	765	921	2874	
1988	690	900	3017	
1989	682	899	3059	
1990	704	827	2993	79,662
1991	684	732	2758	
1992	727	711	2638	
1993	735	702	2650	
1994	730	747	2608	
1995	709	795	2572	

MAYORS OF NASHUA

1. Joseph Baldwin	1853-1854	27. Thomas Sands	1894
2. Freeman S. Rogers	1855-1856	28. Joseph W. Howard	1895-1896
3. Thomas W. Gillis	1857	29. Jason E. Tolles	1897-1900
4. Albin Beard	1858-1859	30. Milton A. Taylor	1901-1902
5. Aaron W. Sawyer	1860	31. Jeremiah J. Doyle	1903-1904
6. George Bowers	1861	32. Andros B. Jones	1905-1906
7. Hiram T. Morrill	1862-1863	33. Albert Shedd	1907-1910
8. Edward Spalding	1864	34. William H. Barry	1911-1914
9. Virgil C. Gilman	1865	35. James B. Crowley	1915-1919
10. Gilman Scripture	1866-1867	36. Henri A. Burque	1920-1923
11. George Bowers	1868	37. Eaton D. Sargent	1924-1927
12. Jotham D. Otterson	1869-1870	38. William F. Sullivan	1928-1933
13. Dana Sargent	1871	39. Alvin A. Lucier	1934-1937
14. Seth D. Chandler	1872	40. Frank A. McMaster	1938-1939
15. Frank A. McKean	1873-1874	41. Eugene A. Lemay	1939-1945
16. George H. Whitney	1875	42. Oswald S. Maynard	1946-1949
17. Charles Williams	1876-1877	43. Hugh Gregg	1950
18. William H. Cook	1878	44. Claude E. Nichols	1951
19. Charles Holman	1879-1880	45. Lester H. Burnham	1952-1957
20. Benjamin Fletcher,Jr	1881-1882	46. Mario J. Vagge	1958-1965
21. Alfred M. Norton	1883-1884	47. Dennis J. Sullivan	1966-1977
22. John A. Spalding	1885	48. Donald C. Davidson	1977
23. James H. Tolles	1886-1888	49. Maurice L. Arel	1977-1984
24. Charles H. Burke	1889-1890	50. Thomas J. Leonard	1984
25. William H. Beasom	1891-1892	51. James W. Donchess	1984-1991
26. Williams Hall	1893	52. Rob Wagner	1992-1995
		53. Donald C. Davidson	1996-

MAYOR DONALD C. DAVIDSON
1996 INAUGURAL ADDRESS

"Good afternoon Ladies and Gentlemen, this is your Captain speaking from the Flight Deck. How many times I have said that!

For almost 30 years of my life, I had the wonderful privilege of doing a job that I know I will never be able to match for the sheer wonder, excitement and enjoyment that the profession of an Airline Pilot provides. To me, it was and always will be an experience that I would gladly have continued until I could do no more.

But, we all know that circumstances have a profound way of changing our mission in life. The demise of my beloved Eastern Airlines in early 1991 set in motion a series of events in my life that have led to this occasion today. An occasion I never dreamt would happen to me throughout the 14 years that I served you as an Aldermen many sears ago, because I was certain that I would always be flying for Eastern.

During all of those flying years, I had the wonderful satisfaction that comes from the experience of going to so many places and destinations that glisten with excitement: Caracas, Miami, Acapulco, Aruba, Cali, Capetown, Antingua, Santiago, San Juan, Quito, to name just a few.

Whether it was pointing out to the passengers all of the major resorts along the beaches of Bermuda, prior to our landing approach or describing the landscape visible below us as we crossed the coastline high above the Namib desert enroute to Johanesburg, there was one common ingredient within my travels as an Airline Captain. I always came back to Nashua.

Nashua, the place of my birth. The place where at the beginning of this century, my grandparents arrived as young immigrants from Norway and Ireland, settled, married and raised their family. the place where my parents; my mother Irene and my late father Leon married and brought up my brothers and I. Where my wife "Chip" was born and raised. Where our children have grown up and married and where some of our grandchildren hopefully will enjoy the fruits of this wonderful city.

Four years ago, I began a different type of a flight. A different type of journey. Four years ago, as we pushed back from that gate, I was unaware that my taxi to the takeoff runway would encounter last minute difficulties. Difficulties, that were to require a return to the gate for purposes of deep reflection, re-assessment and maybe even forever having that journey canceled. All of these changes the result of the closest of an election loss.

However, as I said earlier, events occur during life that impact the choice of the road we eventually travel. This summer, after yet another excursion with the airlines, a new decision was made to once again push back from that political gate and again attempt to reach that takeoff runway. To again attempt that new journey.

Well my friends, thanks to all of you, we were successful and this time are now at that runway.

Today, I have proudly taken the Oath of Office as the Mayor of Nashua, almost twenty years after serving this City as it's Acting Mayor. Back in 1977, one of my first priorities was to evaluate and report on how the Government of Nashua could better serve its people. Then, as with now, the answer is that Nashua needs change, that this City needs leadership. Nashua cannot afford to go through the next four years and enter the 21st Century with the same old philosophy of government as usual.

We must all work together to confront the problems, gather the resources, run this city like a business, and thus regain the citizen trust. It is now time for action. Time to work together in making the tough decisions and we will.

To reach and secure my vision of Nashua's future, we will have to develop plans to deal with issues such as the landfill; safety improvements; possible new schools and fire stations; attracting new business and industry, and insure that our future growth is a balanced growth.

While I recognize that each issue may have inherent costs, effective management will minimize the impact on the taxpayer and produce maximum benefits. As Mayor I will set a directive which balances costs with benefits, and ensures that the concerns of Nashua and its citizens are our first priority when making decisions. It is time for the Mayor to treat this city as a business which is accountable to the taxpayers. It is time for positive changes. It is time for strong leadership.

During the campaign I brought forth goals to revitalize the downtown of Nashua. We must work to turn my vision for "Downtown 2000" into reality. The Broad Street Parkway, improved core city street lighting, and synchronized traffic signals, are all ideas long-past due. Increasing police presence through walking patrols is an operation which will be reinstituted. We cannot continue to react to events happening around us, we have let that happen for too long and we have all been disappointed with the results. We must become pro-active and create our successes.

To ensure that Nashua becomes the City we envision, we must work toward a goal of total communication. Each department in this city must and will work cooperatively with each other and the Mayor. Together; with my leadership, we will make informed changes that will increase this city's efficiency and effectiveness. The old fish bowl approach in which each department takes care of itself no longer will exist. I have already taken steps in this direction and I will continue to do so.

Furthermore, as Mayor, I will be a zealous advocate for our City with our State and Federal Delegations. Nashua requires and will have a strong voice in promoting our interests. A voice that will ensure that Nashua's needs are being heard.

We must work with our neighboring towns and communities, to promote the requirements and priorities of our region. It is unacceptable that the citizens of Nashua are affected by the decisions of Concord and Washington, D.C. without having the benefit of unified voices to represent our interests.

Under my administration, I intend for this to occur. My administration will also work to re-invigorate pride in our community. This summer Nashua will be honored to be a host City in the Olympic Torch Run. We can treat this as just another event, or we can hold a spectacular summer-fest to celebrate this honor and our City. I submit, that we should and will do the latter.

And, Nashua is also home to the Hallmark Hunt Building. Our City thanks the Goyette Family for their recent generous contribution in the name of their son. Their interest in the preservation of this building is shared by my administration, and I will work with local businesses toward the funding and finding of a community use for it, that can serve as a center piece in promoting our City.

In addition, by working with local businesses to gain private funding, we may also fulfill my personal goal of the creation of a regional civic center in our community. Each and every effort we make in revitalizing community pride will make Nashua a better City in which to live, to grow, and to enjoy.

I am honored to be the next Mayor of this great City and I will strive diligently to meet your and my expectations.

As in 1977, we have a difficult road ahead. It is time for change and strong leadership, but it is also time for cooperation. We must break down existing walls and work together in reaching our vision for this City. Together we can and are expected to make this happen.

In closing, I use the words of one of the most extraordinary persons of this century, Winston Churchill, who along with General George S. Patton are two of my greatest idols.

After one of the most significant battles of World War 2, at El Al Armain, the battle which broke the back of Hitler's Nazi's in North Africa, the remarks he spoke then are very apropos for the feeling that I have about today's events along the journey that I commenced four years ago:

"This is not the end, this is not even the beginning of the end, but it is perhaps, the end of the beginning."

Thank you all
and may God Bless Nashua.

CLAIRE MCGRATH
PRESIDENT, BOARD OF ALDERMEN

PRESIDENTS, BOARD OF COMMON COUNCIL

1903-1904	Warren H. Prichard	1909-1910	Harry A. Gregg
1905-1906	Moses L. Truel	1911-1912	John F. Shea
1907-1908	James H. Connor	1913-1914	Frederick A. Collins

PRESIDENTS, BOARD OF ALDERMEN

1915-1919	George H. Alley	1950-1953	Conrad H. Bellavance
1920-1921	Fred E. Taggart	1954-1955	Michael J. Dell Isola
1922-1925	Edwin Morey	1956-1957	Francis LaFlamme
1926-1927	Wilbert Blanchard	1958-1959	Wilfred Pelletier
1928-1929	Henry A. Lagasse	1960-1961	Thomas J. Leonard Jr.
1930-1931	Walter E. Grant	1962-1963	Henry J. Fortin
1932-1933	Charles H. Parker	1964-1967	Francis LaFlamme
1934-1935	Walter E. Grant	1968-1971	Maurice L. Arel
1936-1937	Joseph A.Therriault	1972-1975	Donald L. Ethier
1938-1939	Eugene H. Lemay	1976-1977	Alice L. Dube
(Elected Mayor 2/14/39)		1978-1979	Donald L. Ethier
1939	Joseph E. Houde	1980-1981	Donald C. Davidson
(Elected on 2/14/39)		1982-1985	Thomas B. Kelley
1940-1941	Edward R. Benoit	1986-1987	Carl Andrade
1942-1943	Walter B. Mason	1988-1991	Thomas B. Kelley
1944-1945	Edward R. Benoit	1992-1993	Philip J. Grandmaison
1946-1947	Lester H. Burnham	1994-1995	Joyce L. Arel
1948-1949	Henry J. Ouellette	1996-	Claire McGrath

CLAIRE MCGRATH, PRESIDENT
NASHUA BOARD OF ALDERMEN
AS SEEN THROUGH THE EYES
OF HER CHILDREN

A MESSAGE FROM THE PRESIDENT OF THE BOARD OF ALDERMEN

The 1995 municipal elections have resulted in many new changes in city government. We said farewell to the following members of the Board: Alderman Tracy Hatch, Alderman Art Ferlan, Alderman Eric Wilson and Alderman Thomas Kelley, who served an unprecedented twenty-two years. Few people dedicate the kind of time and effort that Alderman Kelley has given to our city. He will be missed. New members included Torry Hack, Frederick Britton, Mark Plamondon and George Pressley Jr. We welcomed Donald C. Davidson as our fifty-third Mayor. Mayor Davidson previously served on the Board of Aldermen in the 1980s. Paul Chasse was elected by the board to fill the Ward 7 seat vacated by Alderman Tom Grant who was elevated to Alderman-At-Large when Alderman Fred Teeboom resigned.

In an effort to streamline and increase efficiency in their own area, the Board of Aldermen approved a consolidation of committees. Members are now able to serve on a fewer number of committees, which allows for greater concentration in specific areas of interest to members. This process continues to be refined.

The Board of Aldermen continued to focus on infrastructure improvements. Legislation approved included renovations to two elementary schools; Bicentennial and Dr. Crisp. Work continues on the previously approved Fairgrounds Jr. High School. Legislation was also passed to continue the closure of the Four Hills Landfill, replace a single lane bridge on Ridge Road and continue improvements on the downtown connector. It is important to note that all of these projects have blended funding of federal and/or state funds, and local funding.

The work begun last term by the Planning and Economic Development Committee continues. Impact fee legislation was passed and passage for the update of the master plan is expected soon. The Board also authorized the allocation of funding for the updating of our city zoning ordinances.

Downtown continues to be a priority of both the administration and the Board of Aldermen. The downtown specialist position previously funded through the Community Development Block Grant was incorporated into the city budget. Downtown continues to emerge as a gathering place. Legislation was passed to allow for more expansive use for sidewalk cafes. The riverfront has become a top priority necessary for complete downtown revitalization.. A community attended charette was held defining potential uses for the riverfront incorporating it into the downtown. The Planning and Economic Development and Infrastructure Committees continue to work on this issue.

Success in our endeavors is never achievable through any one single effort, but rather the collaborative efforts of all of us working together. I would like to thank all the city employees whose help is very much appreciated. Special thanks to Bertha Landry, our Legislative Assistant, Gloria Kane of the Legislative Office, and City Clerk Eleanor Benson and Deputy City Clerk Pat Lucier, without whom the Aldermanic Office could not run. Their help as always, has been invaluable. I wish to also thank each and every member of the Board of Aldermen for their hard work and dedication. Finally, I would like to thank my family and the families of everyone on the Board of Aldermen. Their continued support allows us to pursue our commitment to public service.

Sincerely,

Claire M. McGrath, President
Nashua Board of Aldermen

BOARD OF ALDERMEN
1994-1995

First row, left to right:
Alderman-at-Large George B. Pressly, Jr.; Alderman-at-Large Joyce L. Arel, Alderman-at-Large Claire McGrth, President; Mayor Donald C. Davidson; Alderman-at-Large Katherine E. Hersh, Vice President; Alderman-at-Large Victor C. DuVarney Jr;

Second row, left to right:
Ward Three Alderman Frederick Britton; Ward Eight Alderman Maureen Lane Lemieux; Ward Two Alderman Torry Hack; Ware Five Alderman Brian S. McCarthy;

Third row, left to right;
Ward Seven Alderman Thomas Grant; Ward Four Alderman Marc W. Plamondon; Ward Six Alderman David G. Fredette;

Fourth row, left to right:
Corporation Counsel Mark Bennett; Deputy City Clerk Patricia E. Lucier; Chief Finance Officer Paul Martel; City Clerk Eleanor Benson.

Not present at time of photograph: Alderman-at-Large Fred Teeboom, Ward One Alderman James Tollner, Ward Nine Alderman David Rootovich.

MUNICIPAL GOVERNMENT
1996-1997

MAYOR
Honorable Donald C. Davidson
Elected at the December Mayoral Run-Off Election
for a Four Year Term Expiring December 31,1999

PRESIDENT OF THE BOARD OF ALDERMEN
Alderman-at-Large Claire McGrath
Elected by the Board of Aldermen for a
Two Year Term Expiring December 31, 1997

VICE PRESIDENT OF THE BOARD OF ALDERMEN
Alderman-at-Large Katherine E. Hersh
Elected by the Board of Aldermen for a
Two Year Term Expiring December 31, 1997

ALDERMEN-AT-LARGE
Three members elected at the Municipal Election

Joyce L. Arel		10 Virginia Drive
Claire M. McGrath		19 Lojko Drive
Fred S. Teeboom*		24 Cheyenne Drive
	Term Expires December 31, 1997	
Victor C. DuVarney, Jr.		13 Ritter Street
Katherine E. Hersh		28 Bicentennial Drive
George B. Pressly, Jr.		58 Bartemus Trail
	Term Expires December 31, 1999	

*Resigned May 20, 1996 - Replaced by Ward 7 Alderman Thomas W. Grant

WARD ALDERMEN

Ward 1	James R. Tollner	1 Sequoia Circle
Ward 2	William "Torry" Hack	21 Cushing Avenue
Ward 3	Frederick "Fred" Britton	32 Walden Pond Drive
Ward 4	Marc W. Plamondon	78 Elm Street
Ward 5	Brian S. McCarthy	65 Musket Drive
Ward 6	David G. Fredette	171 Lund Road
Ward 7	Thomas W. Grant**	7 Lincoln Avenue
Ward 8	Maureen Lane Lemieux	87 Spindlewick Drive
Ward 9	David Rootovich	5 Shelton Street

**Resigned - Replaced by Paul Chasse June 25, 1996

CLERK OF THE BOARD: Eleanor A. Benson 23 Countryside Drive594-3305
LEGISLATIVE ASSISTANT: Bertha Ann Landry101 Tolles Street594-3381

CITY OF NASHUA

BOARD OF ALDERMEN
STANDING COMMITTEES

FINANCE COMMITTEE ON CLAIMS
ALSO
PURCHASING AGENCY FOR DEPARTMENTAL PURCHASES
His Honor, Mayor Donald C. Davidson
Alderman-at-Large Victor C. DuVarney, Vice Chairman
Alderman-at-Large Joyce L. Arel
Alderman-at-Large Thomas W. Grant
Ward One Alderman James Tollner
Ward Three Alderman Fred Britton
Ward Nine Alderman David Rootovich

PLANNING & ECONOMIC DEVELOPMENT
Alderman-at-Large Katherine E. Hersh, Chairman
Ward Five Alderman Brian S. McCarthy, Vice Chairman
Alderman-at-Large George B. Pressly, Jr.
Ward Two Alderman Torry Hack
Ward Five Alderman Fred Britton

INFRASTRUCTURE COMMITTEE
Alderman-at-Large George B. Pressly, Jr.
Alderman-at-Large Thomas W. Grant, Vice Chairman
Ward Four Alderman Marc W. Plamondon
Ward Six Alderman David G. Fredette
Ward Nine Alderman David Rootovich

BUDGET COMMITTEE
Ward Six Alderman David G. Fredette, Chairman
Ward Eight Alderman Maureen Lemieux, Vice Chairman
Alderman-at-Large George B. Pressly, Jr.
Ward Two Alderman Torry Hack
Ward Three Alderman Fred Britton
Ward Four Alderman Marc W. Plamondon
Ward Seven Alderman Paul Chasse

PERSONNEL/ADMINISTRATIVE AFFAIRS COMMITTEE
Alderman-at-Large Joyce L. Arel
Ward One Alderman James Tollner, Vice Chairman
Alderman-at-Large Victor C. DuVarney, Jr.
Ward Five Alderman Brian S. McCarthy
Ward Seven Alderman Paul Chasse

HUMAN AFFAIRS COMMITTEE

Ward Eight Alderman Maureen Lemieux, Chairman
Alderman-at-Large Joyce L. Arel, Vice Chairman
Alderman-at-Large Katherine E. Hersh
Ward Four Alderman Marc W. Plamondon
Ward Six Alderman David G. Fredette

JOINT SPECIAL SCHOOL BUILDING COMMITTEE

MEMBERS OF THE BOARD OF ALDERMEN

Alderman-at-Large Thomas W. Grant
Alderman-at-Large Katherine E. Hersh
Alderman-at-Large Claire McGrath
Ward One Alderman James R. Tollner
Ward Two Alderman Torry Hack
Ward Five Alderman Brian S. McCarthy
Ward Seven Alderman Paul Chasse
Ward Eight Alderman Maureen Lane Lemieux
Ward Nine Alderman David Rootovich

MEMBERS OF THE BOARD OF EDUCATION

David R. Belanger
Vincent Capasso
George Farrington
Daniel C. Hansberry
Ramsay McLauchlan
Athena "Tina" Munroe
Jane Schmidt
Joan Sweeney
Julia T. Ward

SPECIAL LIAISON COMMITTEES

Board of Health
Ward Eight Alderman Maureen Lemieux
Alderman-at-Large Joyce L. Arel (Alt.)

BPW Pension
Ward Four Alderman Marc W. Plamondon
Ward Six Alderman David G. Fredette (Alt.)

Capital Improvements
Alderman-at-Large George B. Pressly, Jr.
Ward Five Alderman Brian S. McCarthy (Alt.)

Library
Alderman-at-Large Claire McGrath

Ira Harris Fund
Alderman-at-Large Claire McGrath

Hunt Legacy
Alderman-at-Large Claire McGrath

Nashua Housing Authority
Ward Four Alderman Marc Plamondon
Ward Six Alderman David G. Fredette (Alt)

Planning Board
Ward Two Alderman Torry Hack
Ward Five Alderman Brian McCarthy (Alt)

Cable TV Advisory Board
Ward Two Alderman Torry Hack

CITY OF NASHUA

ADMINISTRATIVE DIVISION

Chief Administrative Office of the City — **Mayor Donald C. Davidson**

The Mayor's staff shall consist of those individuals as he shall determine necessary to perform the following functions.

Assistants to the Mayor

Chief of Staff	Edgar Lewis
Executive Assistant	Nancy Mellin
Legislative Affairs Liaison	Mary Nelson
Secretary/Receptionist	Rita Diggins

Legal Department

City Corporation Counsel	James McNamee
Deputy Corporation Counsel	Mary Ann Mueller
Assistant Corporation Counsel	Sonja Finney
Labor & Employment Assistant	Jane Bangert
Legal Secretary	Susan Lovering
Legal Secretary	April Larsen

Legislative Assistant to the Aldermen

Legislative Assistant	Bertha A. Landry

ADMINISTRATIVE SERVICES DIVISION

Director — Vacant

Assessor's Department

Assessing Manager	Angelo Marino

City Clerk's (Records and Statistics Department)

City Clerk	Eleanor A. Benson
Deputy City Clerk	Patricia E. Lucier

Financial Services (Revenue and Expenditures Department)

Treasurer and Chief Financial Officer	Paul A. Martel
Financial Coordinator	Dawn Enwright

Human Resources/Insurance Benefits

Manager	Marilyn Baron
Manager Insurance Benefits	Susan Jeffery

Management Information Services Department	
Manager	Louis Simmons
Purchasing Department	
Manager	William A. Thompson
Voter Registration Department	
Deputy Registrar	Debra Logan

COMMUNITY DEVELOPMENT DIVISION

Division Director	David S. Boesch, Jr.
Planning Department	
Director/Manager	Roger L. Houston
Code Department	
Code Official	William Walsh
Urban Programs Department	
Manager	Paul E. Newman

PUBLIC WORKS DIVISION

Division Director	David Hamilton (Interim)
Business Manager	Robin Belanger
Engineering	
City Engineer	James F. Hogan
Deputy City Engineer	Jon Lebrun
Deputy City Engineer	Joseph Morrill
Assistant City Engineer	Arthur Kidd
Superintendent of Solid Waste	David Allen
City Recycling Coordinator	Sally Hyland
Streets Superintendent	Jim Hall
Assistant Superintendent	Dennis Aussant
Traffic Engineer	Vacant

Landfill

Supervisor	Ron Jenkins
Refuse Foreman	Roland Anger

Parks & Recreation Department

Superintendent	Frank Dorsey
Recreation Supervisor	June Caron

Treatment Plant

Superintendent	Rick Seymour

COMMUNITY SERVICES DIVISION

Division Director	Dolores A. Bellavance
Child Care Services Coordinator	Christine Lister

Environmental Health Department

Health Officer	Michael V. Tremblay

Community Health Department

Chief Public Health Nurse	Joan Schulze

Welfare Department

Welfare Officer	Robert W. Tamposi

SAFETY AND ENFORCEMENT

Fire Department

Chief	Richard Navaroli
Assistant Fire Chief	Michael Buxton
Deputy Chief	John Chesnulevich
Deputy Chief	Robert Burnham
Deputy Chief	Eugene S.Farnum
Deputy Chief	John Allison
Fire Marshal	Kenneth J. Renoux

Police Department

Chief	Clifton D. Largy
Deputy Chief of Police	Donald J. Gross

PUBLIC LIBRARY

Director	Clarke Davis
Assistant Director	Robert Frost

CEMETERIES

Superintendent, Edgewood & Suburban Cemeteries	Jeffrey Snow
Superintendent, Woodlawn Cemetery	Howard Frizzell

SCHOOL DEPARTMENT

Superintendent	Joseph R. Giuliano
Assistant Superintendent-Instructional	Elaine Holt
Assistant Superintendent-Administrative	John Cepaitis
Business Administrator	Mark Conrad

CITY OF NASHUA
BOARDS AND COMMISSIONS

AIRPORT AUTHORITY

Appointed by the Mayor, subject to confirmation by the Board of Aldermen, for five year terms ending August 31

1996	Barbara L. Cote	11	Miami Street
1997	Elizabeth A. Cepaitis	16	Shakespeare Road
1998	Roland Noyes	16	Coburn Avenue
1999	Donald K. Mathieson	17	Briarwood Drive
2000	Donnalee M. Lozeau	125	Shore Drive

BOARD OF ASSESSORS

Appointed by the Mayor subject to confirmation by the Board of Aldermen for Indefinite Terms

Stephen J. Densberger	22	Nova Road
Marylou Blaisdell	32	Webster Street
Richard G. Ethier	5	Kingston Drive

BOARD OF EDUCATION

Four members elected at the Municipal Election of 1977 to maintain the nine member board as passed by referendum at the Municipal Election of 1971.
Four year terms ending December 31

1997	George Farrington	24	Lutheran Drive
1997	Athena "Tina" Munroe	15	Shelton Street
1997	Jane Schmidt	7	Acacia Street
1997	Joan Sweeney	7	Nutmeg Drive
1999	David Belanger	268	Bartemus Trail
1999	Daniel C. Hansberry	20	Shelley Drive
1999	Ramsay McLauchlan	21	Kessler Farm Drive
1999	Julia Ward	5	Hall Avenue
1999	Lindsey Wormley	8	Margaret Circle

BOARD OF HEALTH

Elected by the Board of Aldermen for two year terms ending December 31

1997	Dr. Donald Levi	155	Kinsley Street
1997	Dr. Anthony Storace	5	Coliseum Avenue
1997	Dr. Michael J. Strampfer	13	Prospect Street
1997	Ward Eight Alderman Maureen Lemieux, Liaison Member		
1997	Alderman-at-Large Joyce L. Arel, Alternate Liaison Member		

BOARD OF PUBLIC WORKS

Elected at the Municipal Election
Four Year Terms ending December 31

1999	Mayor Donald C. Davidson		Ex-Officio
1997	Ansel S. Grandmaison	571	South Main Street
1997	Roland Petersen	4	Lynn Street
1999	David A. Farr	15	Upstone Drive
1999	Lucien O. Roy	9	Oakdale Avenue

BOARD OF PUBLIC WORKS RETIREMENT SYSTEM TRUSTEES

Four year terms ending December 31

1997	Ward Six Alderman David G. Fredette, Liaison Member		
1997	Ward Nine Alderman David Rootovich, Alternate Liaison Member		
1995	Donald J. Dyer*	16	Radcliffe Drive
1995	Maurice Arel**		Riverside Street
1997	Jon Collins**		Riverside Street
1998	Robert E. Hussey***	40	Burnside Street

*Represents Commissioners of the B.P.W.
**Represents Employees of the P.W.D
***Represents the Financial and Investment Community

BOARD OF REGISTRARS

Appointed by the Mayor subject to confirmation by the Board of Aldermen for a three year term ending December 31

1996	Maureen Irvine	7	Birchbrow Road
1997	Katherine K. Fogal	38	Whitford Road
1998	Theresa A. Marquis	2	Miami Street

BUILDING CODE/BOARD OF APPEALS

Part of the Building Code Ordinance
Original ordinance passed May 12, 1953, Amended June 12 1973
Members appointed by the Mayor, confirmed by the Board of Aldermen, for three year terms ending March 31

1999	Gerard Roberge	23	Almont Street
1999	George Fallet (Alt)	32	Watersedge Drive
1999	Alvin Corzilius	39	Stark Street
1999	Joseph W. Hogan	31	Williams Street
1999	Richard Cane (Alt)	21	Drury Lane
2000	John A. Carter	12	Bartlett Avenue
2000	David W. Cheever (Alt)	8	Spaulding Avenue
2000	Robert N. Daigle	10	Dover Street

CABLE TELEVISION ADVISORY BOARD

Appointed by the Mayor subject to confirmation by the Board of Aldermen
Established by Resolution passed May 23, 1995
Eight members appointed by the Mayor and one member appointed by the President of the Board and approved by the Board of Aldermen
(3 year terms to expire May 23)

1997	Ward 2 AldermanWilliam "Torry" Hack, Liaison Member	21	Cushing Avenue
1998	Timothy Glenday, Representing Business Community	7	Lucier Street
1998	Albert A. St.Onge, Representing Residents at-large	167	Cypress Ln.
1998	Charles Lothrop, Representing Residents at-large	9	Landsdown Rd.
1998	Robert Frost, Representing Public Library		
1998	Sonja M. Finney, Representing Legal Department		
1998	Kendra Hastbacka, Representing Police Department		
1998	Richard Turgeon, Representing Nashua Fire Rescue		
1998	Bill Stoney, Representing School District		

CAPITAL EQUIPMENT RESERVE FUND TRUSTEES

Established by Ordinance passed August 12, 1969
Five trustees consisting of the Mayor,
President of the board of Aldermen, The Finance Officer
and two other members to be appointed by the Mayor
subject to the approval of the Board of Aldermen
for two year terms ending December 31

1999	Honorable Donald C. Davidson, Mayor		
1997	Alderman-at-Large Claire McGrath, President Board of Aldermen		
Indef.	Paul A. Martel, Treasurer & Chief Finance Officer		
1996	Donald L. Ethier	6	Sioux Avenue
1998	Walter Warren	17½	Manchester Street

CAPITAL IMPROVEMENTS PROGRAM

Four citizens appointed by the Nashua City Planning Board
an Alderman appointed by the President of the Board of Aldermen
The Finance Officer, and the Planning Director
Citizen terms are two years

Indef.	Paul A. Martel, Treasurer and Chief Finance Officer		
Indef.	Roger L. Houston, Planning Director		
1997	Alderman-at-Large George Pressly, Liaison Member		
1997	Ward Five Alderman Brian S. McCarthy, Alternate Liaison Member		
1997	Charles Budris	2	Shelley Drive
1997	Bette Lasky	15	Masefield Road
1998	Laurence C. Szetela	74	Northeastern Boulevard
1998	Hollis E. Harrington	62	Farmington Road

CEMETERY TRUSTEES

Elected by the Trustees and Board of Aldermen
in Joint Convention
for five year terms ending March 31

EDGEWOOD CEMETERY

1999	Mayor Donald C. Davidson, Ex-Officio		
Indef.	Paul A. Martel, Treasurer & Chief Finance Office		
Indef.	Jeffrey Snow, Superintendent		
1997	Alan M. Barker	15	Bartlett Street
1997	Norman E. Hall	66	Manchester Street
1998	Philip L. Hall	8	Edson Street
1998	Douglas Barker	5	Royal Oak Drive
1999	Rev. James S. Chaloner	1	Concord Street
1999	Alan Jeffery	3	Deerhaven Drive
2000	Frederick E. Shaw	137	Manchester Street
2000	Kenneth Spaulding	7	Franconia Drive
2001	George B. Law	24	Pine Hill Avenue
2001	Thomas Maffee	20	Beauview Avenue

SUBURBAN CEMETERIES

1999	Mayor Donald C. Davidson, Ex-Officio		
Indef.	Paul A. Martel, Treasurer & Chief Finance Officer		
Indef.	Jeffrey Snow, Superintendent		
1997	Michael J. Fair	64	New Searles Road
1998	Richard I. Hall	P.O. Box 651, Hollis, NH	
1999	Jacob E. Crosby	101	Robinson Road
2000	Creighton L. McKinley	15	Coburn Woods
2001	Davis P. Thurber	25	Swart Terrace

WOODLAWN CEMETERY

1999	Mayor Donald C. Davidson, Ex-Officio		
Indef.	Paul A. Martel, Treasurer & Chief Finance Officer		
Indef.	Howard Frizzell, Superintendent		
1997	Lester Gidge	61	Linwood Street
1997	Gordon Tyszko	41	Meade Street
1998	David Aponovich	2	Indiana Drive
1998	Niles F. Jensen, Jr.	57	Watson Street
1999	Charles H. Farwell, Jr.,Sec.	9	Todd Road
1999	David L. Wells, President	236	Manchester Street
2000	John Lafazanis	34	Alder Drive
2000	Stanley Zis	26	Kinsley Street
2001	Marvis Mellen	10	Meade Street
2001	Herbert W. Snow	4	Adelaide Avenue

CHILD CARE ADVISORY COMMISSION

Appointed by the Mayor subject to confirmation by the Board of Aldermen for three year terms ending October 13

1995	John Fisher (resigned 1995)	29A	Manchester Street
1995	Peter Alden	30	West Road,Londonderry,NH
1996	Kathy Nelson	230	Daniel Webster Hwy.
1996	Linda Ryan	35	Vespa Lane
1996	Sr. Nancy Braceland	3	Crown Street
1996	Ken Renoux	11	Broadcrest Lane
1996	Kathy Bolton	2	Court Street
1997	Laurie A. Ainsworth	15	Northwood Drive
1997	Dolores "Dee" Barry	22	Edinburgh Drive
1997	Helen Honorow	9	Berkeley Street
1997	Diane Ouellette	26	Nightingale Road
1997	Elizabeth Paradis (resigned 01/96)	42	Balcom Street
1998	Peter Alden	30	West Rd., Londonderry, NH
1998	Devra Cohen	36	Columbia Avenue
1998	Mary Jordan	4	Lake Street
1998	Janet Poirier	51	Coburn Avenue

CONSERVATION COMMISSION

Appointed by the Mayor subject to confirmation by the Board of Aldermen for three year terms ending December 31

1995	Ryan Teeboom (resigned 4/6/95)	6	Fox Street
1997	David Diamond (Alt.)	4	Franconia Drive
1997	William Barrett	129	Ash Street
1997	Fred A. Elkind	6	Baymeadow Drive
1997	Roger Boyer	6B	Dale Street
1997	Elizabeth Chestnutt (Alt.)	18	Norwich Road
1997	Debora Speese (Alt.)	5	Chelsea Court
1998	Linda Courtney Bretz	105	Spit Brook Road, A#8A
1998	Kathryn A. Nelson	6	Fox Street
1998	Sara Osborne	6	Sagamore Road
Indef.	Mark Fougere, Liaison member from the Planning Department		

DIRECTOR OF EMERGENCY PREPAREDNESS

Indefinite Term

Michael Buxton	Conant Road Fire Station	594-3651

ENERGY COMMISSION

Appointed by the Mayor subject to confirmation by the Board of Aldermen for an indefinite term

Mayor Donald C. Davidson, Ex-Officio		
Maurice L. Arel	10	Virginia Drive
Charles E. Clough	44	Franklin Street
Ronald Moskowitz	40	Simon Street
Fred Yochum	39	Cathedral Circle

FIRE COMMISSION

Four year terms ending December 31

1997	Maurice Trottier	93	Fairview Avenue
1997	David Lavoie	92	Ash Street A#21
1999	Edward J. Lecius	26	Watersedge Drive
1999	Edward P. Madigan	4	Westray Drive
1999	Mark Piekarski	71	Middle Dunstable Road

FIRE PREVENTION CODE OF APPEALS BOARD

Three Year Terms ending October 31

1997	Alvin Corzilius	39	Stark Street
1997	Richard Cane	21	Drury Lane
1997	Richard A. Smith, Alternate	22	Royal Crest Drive
1997	David W. Cheever	8	Spaulding Street

HISTORIC DISTRICT COMMISSION

Appointed by the Mayor subject to confirmation by the Board of Aldermen for three year terms ending September 30

1999	Mayor Donald C. Davidson, Ex-Officio		
1993	Vacant, Alternate		
1994	Vacant		
1996	Scott McPhie, Alternate	24	Granite Street
1996	Helen Morris	2	Manchester Street
1997	Leslie Blundon, Alternate	164	Chestnut Street
1998	Alvin B. Corzilius	39	Stark Street
1998	Lyn W. Healy	43	Monza Road
1998	William Ross	16	Clearview Drive
1998	Timothy Vadney	29	Grand Avenue
Indef.	Roger Houston, Planning Director		
Indef.	Mark Fougere, Deputy/Development		

HOUSING AUTHORITY

Appointed by the Mayor subject to confirmation by the Board of Aldermen for five year terms ending October 14

Indef.	George F. Robinson, Director	101	Major Drive
1996	William C. Marcoux, Jr.	6	East Dunstable Road
1997	Selma Pastor	24	Stark Street
1998	Florida C. Lovely	165	Pine Street
1999	Kris E. Durmer	17	Berkeley Street
2000	Thomas Monahan	28	Swart Terrace
1997	Ward Four Alderman Marc Plamondon, Liaison Member		
1997	Ward Six Alderman David G. Fredette, Alternate Liaison Member		

LEGACY TRUSTEES

Appointed by the Board of Aldermen for two year terms ending December 31

IRA F. HARRIS LECTURE FUND

1999	Honorable Donald C. Davidson, Mayor, Ex-Officio		
1997	Alderman-at-Large Claire McGrath President, Board of Aldermen, Ex-Officio		
1997	George E. Farrington President, Board of Education, Ex-Officio		
1995	Donald Marquis	23	Tenby Drive
1996	Mary Swanson	11	Birchwood Drive

MOSES HUNT LECTURE FUND

1999	Honorable Donald C. Davidson, Mayor, Ex-Officio		
1997	Alderman-at-Large Claire McGrath President, Board of Aldermen, Ex-Officio		
1997	George E. Farrington President, Board of Education, Ex-Officio		
1994	Ruth Gaukstern	26	Adelaide Avenue
1995	Arthur Olsson	169	Coburn Woods

POLICE COMMISSION

Appointed by the Governor and Executive Council for three year terms ending September 1

1996	John Stabile	48	Lutheran Drive
1997	Thomas Maffee	20	Beauview Avenue
1998	Maurice L. Arel	10	Virginia Drive

NASHUA INDUSTRIAL DEVELOPMENT AUTHORITY

Appointed by the Mayor subject to confirmation by the Board of Aldermen for three year terms ending September 13

1999	Honorable Donald C. Davidson, Mayor, Ex-Officio		
1995	Alderman-at-Large Claire McGrath, President, Board of Aldermen, Ex-Officio		
Indef.	Paul A. Martel Treasurer/Chief Finance Officer, Ex-Officio		
1996	Edward G. Bryer	9	Beverlee Drive
1996	Donald Keohan	177	Cypress Lane
1996	Robert Prunier	8	Powers Street
1997	Thomas J. McAndrews III	21	Ferry Road
1998	James F. Holland	62	New Searles Road
1998	A. Douglas MacLeod	13	Maywood Drive
1998	Mark D. Prolman	18	Berkeley Street
1998	Lawrence M. Hersh	28	Bicentennial Drive

NASHUA PUBLIC BUS TRANSIT COMMISSION

Established by Ordinance June 12, 1990

1996	Janice Sylor	168	Harris Road
1997	A. Theresa Drabinowicz	56	Temple Street
1998	Richard Coutermarsh	39	Damon Avenue
1997	Alderman-at-Large Thomas Grant, Alderman-at-Large		
Indef.	David S. Boesch, Jr., Director Community Development		

NASHUA REGIONAL PLANNING COMMISSION

Nashua Representatives nominated by the City Planning Board and confirmed by the Board of Aldermen for four year terms

1994	Joseph Goodman	13	Fountain Lane
1994	Audrey Carragher	48	Coburn Woods
1994	Walter Warren	17½	Manchester Street
1993	Shaun T. McMahon, Alternate Citizen Representative		
1997	Alderman-at-Large George Pressly, Infrastructure Committee Chairman		
1997	Alderman-at-Large Thomas Grant, Alt., Infrastructure Committee V.C.		
1997	Alderman-at-Large Kaherine Hersh, Planning&Economic Dev. Comm. Chrmn.		
1997	Ward Five Alderman Brian McCarthy, Alt., Planning & Econ. Dev.Comm. V.C.		
1998	Frank Bolmarcich, NCPB Rep.	11	Wagon Trail
1999	Jody Wilbert, NCPB Rep., Alt.	51	Concord Street
Indef.	David Boesch,		Community Development Div.
Donald Zizzi			Executive Director NRPC
Ann Caldwell			Chairman NRPC
Annemarie Hargreaves			Treasurer NRPC

PERSONNEL ADVISORY BOARD

Appointed by the Mayor subject to confirmation by the Board of Aldermen for three year terms ending June 30

1996	Elizabeth T. Cooper	21	Shelburne Road
1997	Barbara Foran	88	Bluestone Drive
1998	Clifford D. Colquitt	73	Concord Street

PLANNING BOARD

Appointed by the Mayor subject to confirmation by the Board of Aldermen for three year terms ending March 31

1999	Honorable Donald C. Davidson, Mayor		Ex-Officio
Indef.	James F. Hogan		Engineer, Ex-Officio
Indef.	Roger Houston		Planning Director
1997	Alderman William "Torry" Hack		Liaison Member
1997	Alderman Brian McCarthy, Alternate		Liaison Member
1997	Joseph Foster, Alternate	9	Keats Drive
1997	Richard J. LaRose	36	Charlotte Avenue
1997	Linda Wormley	8	Margaret Circle
1998	Vincent R. Capasso, Alternate	28	Burnham Avenue
1998	Bette Lasky	15	Masefield Road
1999	Kenneth Dufour	52	Conant Road
1999	Lyn W. Healy, Alternate	43	Monza Road
1999	Jody Wilbert	51	Concord Street

PUBLIC LIBRARY TRUSTEES

His Honor the Mayor, and the President of the Board of Aldermen are Trustees ex-officio, one trustee is elected annually for a seven year term ending March 31 by the Board of Aldermen and Trustees in Joint Convention

1999	Honorable Donald C. Davidson,Mayor		Ex-Officio
1997	Alderman-at-Large Claire McGrath President Board of Aldermen		Ex-Officio
1997	Arthur L. Barrett	24	Deerhaven Drive
1998	Mary S. Nelson	18	Stanley Lane
1999	Roger Osgood		Osgood Road
2000	David K. Pinsonneault	17	Watersedge Drive
2001	Dr. Arthur E. Comolli	16	Browning Avenue
2002	Maurice L. Arel	10	Virginia Drive
2003	Frank Clancy	16	Berkeley Street

REVIEW AND COMMENT COMMISSION

Appointed by the Mayor subject to confirmation by the Board of Aldermen for a three year term

1996	Joseph Goodman	13	Fountain Lane
1996	Elinor W. Hooker	27	Cabot Drive
1997	Rhonda Karlsberg	25	Hampton Drive
1998	Dorothy H. Turner	3	Fowell Avenue
1997	Alderman-at-Large Thomas W. Grant		Liaison Member

VOTING MACHINE PROGRAMMERS

Appointed by the Mayor subject to confirmation by the Board of Aldermen for four year terms ending September 11

1996	Steve Davenport, Chief*	48	Elm Street
1997	Robert Beaucher, Assistant	12	Benson Avenue
1998	Donna Walton	45	Dexter Street

*Resigned March 1, 1996

ZONING BOARD OF ADJUSTMENT

Appointed by the Mayor subject to confirmation by the Board of Aldermen for three year terms ending September 11

1996	Stephen Zalewski	11	Settlement Way
1997	Dennis Drake	5	Grace Drive
1997	Paul Chasse, Alternate	16	Heon Court
1997	Kevin P. McAfee	17	Cassandra Lane
1998	Gwen Krailo	20	Sargent Avenue
1998	Susan Douglas	210	Brook Village Road
1998	John Andrick, Alternate	15	Northwood Drive
1998	Richard Dowd, Alternate	7	Colombine Drive
1998	Joan D. Meckel, Alternate	14	Turnbridge Drive
1998	Frank H. Mellen, Alternate	10	Meade Street
Indef	Michael Yeomans		Zoning Administrator

1995-1996
REPRESENTATIVES TO THE GENERAL COURT

Ward 1				
	Suzan L.R. Franks	(R)	26	42 Cathedral Circle, 03063
	Mark Holt	(R)	26	45 Seminole Drive, 03063
	Jane E. O'Hearn	(R)	26	7 Pope Circle, 03063
Ward 2				
	Cheryl Aksten	(R)	27	43 Sherri-Ann Drive 03060
	Richard LaRose	(R)	27	36 Charlotte Avenue, 03060
	Robert Mercer	(R)	27	11 Dinsmore Street,03060-1850
Ward 3				
	Normand R. Bergeron	(D)	28	8 Overhill Avenue, 03060
	Sylvia A. Holley	(R)	28	6 Benton Drive, 03060
	Laura A. Kane	(D)	28	18 Merrimack Street, 03060
Ward 4				
	David E. Cote	(D-R)	29	96 West Hollis Street, 03060
	A. Haettenschwiller	(D)	29	24 Mulberry St. A#2, 03060
	Craig Michael Wheeler	(D)	29	32 Chestnut St., 03060
Ward 5				
	Philip M. Ackerman	(D)	30	26 Carline Drive, 03062
	Donnalee Lozeau	(R)	30	125 Shore Drive, 03062
	Kathryn Toomey	(D)	30	10 Lantern Lane, 03062
Ward 6				
	Jane A. Clemons	(D-R)	31	177 Kinsley Street, 03060
	Roland J. Lefebvre	(D)	31	19 Dane Street, 03060
	Richard A. Soucy	(D-R)	31	1 Lake Avenue, 03060
Ward 7				
	Peter R. Cote	(D)	32	68 Bowers Street, 03060
	Claudette R. Jean	(D)	32	52 Burke Street, 03060
	Janice B. Streeter	(R)	32	26 Indiana Drive, 03060
Ward 8				
	Elizabeth A. Cepaitis	(R)	33	16 Shakespeare Road, 03062
	Joseph A. Foster	(D)	33	9 Keats Drive, 03062
	Joan Sullens	(R)	33	5 Kyle Drive, 03062
Ward 9				
	Frederick Andrews	(R)	34	41 Monica Drive, 03062
	Mary Ellen Martin	(D-R)	34	5 Lone Star Drive, 03062
	Paul W. Taylor	(R)	34	214 Harris Road, 03062

FLOTERIAL DISTRICTS

Wards 1, 2, 3 5				
	David B. Holt	(R)	35	45 Seminole Drive, 03063
Wards 4, 6, 7 & 8, 9				
	A. Theresa Drabinowicz	(D-R)	36	56 Temple Street, 03060

CITY ELECTION OFFICIALS
1996-1997

Moderators:

Ward 1	Francis J. Pickett	42 Bartemus Trail, 03063
Ward 2	V. Mary Hall	66 Manchester Street, 03060
Ward 3	Joseph G. Sakey	48 Walden Pond Drive, 03060
Ward 4	Henry Labine	1 Perry Avenue, 03060
Ward 5	Dennis M. Drake	5 Grace Drive, 03062
Ward 6	Madeleine M. Rousseau	21 Wadleigh Street, 03060
Ward 7	Kathy Ann Courtenay	8 Cherry Street, 03060
Ward 8	Harold Hellinger	5 Lansing Drive
Ward 9	Peter D. Curran	91 Langholm Drive, 03062

Ward Clerks:

Ward 1	Mary Poston	14 Bible Way, 03063
Ward 2	William A. Marshall	15 Watson Street, 03060
Ward 3	Diane Griffith	19 Stark Street, 03060
Ward 4	Shirley Santerre	1 Clocktower Place, 03060
Ward 5	Jean E Fortier	1070 West Hollis Street, 03062
Ward 6	Carol Marshall	5 Rice Street
Ward 7	Darryl Courtenay	8 Cherry Street, 03060
Ward 8	Viola Taranto	5 Belgian Place, 03062
Ward 9	Ann A Corbett	168 Searles Road, 03062

Selectmen:

Ward 1	Paul G. Bergeron	28 Brian Drive, 03063
	Patricia Chadwick	43 Indian Rock Road, 03063
	Brooks Thompson	36 Lutheran Drive, 03063
Ward 2	Andrew Hall	66 Manchester Street, 03060
	Robert Mercer	11 Dinsmore Street, 03060
	Michael Moran	21 Danbury Road
Ward 3	Selma Pastor	24 Stark Street, 03060
	A. David Pierce	13 Manchester Street, 03060
	Shirley Sakey	48 Walden Pond Drive, 03060
Ward 4	Roger Cote	2 Badger Street, 03060
	Bea Farland	90 Ledge Street, 03060
	Mary Sargent	8 Milford Street, 03060
Ward 5	Vacant	
	Madeline Laflamme	55 Buckmeadow Road, 03062
	James E. Malone III	897 West Hollis Street, 03062
Ward 6	Ida B Lavoie	75 Linwood Street
	Normand R. Lavoie	75 Linwood Street
	Edgar G. LeBlanc	25 Wadleigh Street
Ward 7	Valerie A. Denault	48 Burke Street A#4, 03060
	Lawrence F. MacIntyre	5 Arlington Street, 03060
	Anne M. Sirois	57 Newbury Street, 03060
Ward 8	Hallock M. Boutwell	9 Scott Avenue, 03062
	Eric Schneider	19 Stanley Lane, 03062
	Joseph Taranto	5 Belgian Place, 03062
Ward 9	Mark Avery	5 Westray Drive, 03062
	Laurie Dobrowolski	126 Searles Road, 03062
	Barbara Spacek	3 Lamb Road (P.O. Box 7010)

RESOLUTIONS

Passed by the

BOARD OF ALDERMEN

July 1, 1995

through

June 30, 1996

R-95-194

AUTHORIZING HIS HONOR, THE MAYOR, AND THE CITY TREASURER TO ISSUE BONDS NOT TO EXCEED THE AMOUNT OF SIX MILLION, FIVE HUNDRED THOUSAND DOLLARS ($6,500,000) BONDING FOR THE RENOVATION AND ADDITION TO FAIRGROUNDS JUNIOR HIGH SCHOOL

R-95-198

RELATIVE TO THE TRANSFER OF $2,574 FROM ACCOUNT 591-86005 - GENERAL CONTINGENCY TO ACCOUNT 505-81078 NASHUA SENIORS MEALS PROGRAM

R-95-199

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS FROM THE NASHUA ROTARY CLUB, INC., INTO SPECIAL REVENUE ACCOUNT #353 "WELL CHILD CLINIC"

R-95-201

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS FROM PRIVATE SOURCES/VARIOUS ORGANIZATIONS INTO SPECIAL REVENUE FUND ACCOUNT #342, 6451 "ANTI-SMOKING PROGRAM FUND"

R-95-202

RELATIVE TO AUTHORIZING THE NASHUA POLICE DEPARTMENT TO ACCEPT CONTRIBUTIONS TO EQUIP THE DEPARTMENT WITH VIDEO CAMERAS

R-95-203

RELATIVE TO THE TRANSFER OF $50,000 FROM VARIOUS GENERAL FUND ACCOUNTS TO ACCOUNT 632-21 40 BRIDGE STREET TO CONTINUE WITH THE REMAINING WORK AT 40 BRIDGE STREET AFTER THE EPA CONCLUDES THEIR ACTION

R-95-204

RELATIVE TO THE TRANSFER OF $10,000 FROM ACCOUNT 533-33010 WATER SUPPLY (PUBLIC HYDRANTS) TO ACCOUNT 603-03 36 ARLINGTON STREET BUILDING

The preceding resolutions were passed July 11, 1995
Joyce L. Arel, President
Approved July 11, 1995
Rob Wagner, Mayor

R-95-200

AMENDING R-94-96, RELATIVE TO THE SCHOOL DEPARTMENT ANNUAL LIGHTING PROJECT REIMBURSEMENT

The preceding resolution was passed July 11, 1995
Joyce L. Arel, President
Took Effect Seven Days After Passage
without Mayor's Signature
July 18, 1995

R-95-211
ORDERING A CHARTER AMENDMENT QUESTION TO BE
PLACED ON THE NOVEMBER BALLOT
AS REQUIRED BY N.H. RSA 49-B:5, II

The preceding resolution was passed July 25, 1995
Joyce L. Arel, President
Approved July 25, 1995
Rob Wagner, Mayor

R-95-205
APPROVING THE COST ITEMS OF A COLLECTIVE BARGAINING
AGREEMENT WITH AFSCME (BPW EMPLOYEES)

R-95-208
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF
FUNDS FROM THE NEW HAMPSHIRE CHILDREN'S TRUST FUND
INTO SPECIAL REVENUE FUND ACCOUNT #342, 6443
"CHILDREN'S TRUST FUND"

R-95-219
DECLARING AUGUST 20 THROUGH AUGUST 27, 1995
NASHUA ARTISTS' WEEK

The preceding resolutions were passed August 8, 1995
Joyce L. Arel, President
Approved August 8, 1995
Rob Wagner, Mayor

R-94-84
PROVIDING FOR THE ADOPTION OF THE OPTIONAL
EXPANDED VETERANS' TAX CREDIT

R-94-104
ABOLISHING THE ENERGY REVIEW COMMITTEE

R-95-187
AUTHORIZING A REVOCABLE LICENSE FOR
SOUTHERN NEW HAMPSHIRE SERVICES

R-95-207
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF
FEES FROM CLIENTS AND INTERN MEDIATORS INTO
SPECIAL REVENUE FUND ACCOUNT #341, 6451
"MARITAL MEDIATION PROGRAM"

R-95-213
ORDERING THE REMOVAL OF A HAZARDOUS AND
UNMAINTAINED STRUCTURE LOCATED AT
34-36 PERHAM STREET

R-95-214
RELATIVE TO THE ACCEPTANCE FROM VARIOUS SOURCES
INTO SPECIAL REVENUE (REVOLVING) ACCOUNT #341, 6452
"CONSUMER EDUCATION PROJECT"
FOR THE OFFICE OF CHILD CARE SERVICES,
COMMUNITY SERVICES DIVISION

R-95-215
REQUESTING THE GOVERNOR AND COUNCIL TO
DECLARE A SPECIAL ELECTION TO FILL THE VACANCIES
FOR REPRESENTATIVE TO THE GENERAL COURT
FROM DISTRICTS 30 AND 33

R-95-216
SETTING NOVEMBER 7, 1995 AS THE DATE FOR
HOLDING THE 1995 MUNICIPAL ELECTION

R-95-217
SETTING NOVEMBER 7, 1995 AS THE DATE FOR
HOLDING A SPECIAL ELECTION IN REPRESENTATIVE
DISTRICTS 30 (WARD 5) AND 33 (WARD 8)

R-95-220
APPROVING THE COSTS OF COLLECTIVE BARGAINING
AGREEMENT WITH THE NASHUA TEACHERS UNION, LOCAL 1044,
AFT, AFL-CI0 (UNIT B - PARAPROFESSIONALS)

R-95-221
RELATIVE TO THE TRANSFER OF $30,266 FROM PAYROLL
ACCOUNTS IN DEPARTMENT 532 - FIRE FY95 OPERATING BUDGET
TO ACCOUNT 591-86532-2 CONTINGENCY

R-95-222
RELATIVE TO THE TRANSFER OF $20,000 FROM VARIOUS ACCOUNTS
IN DEPARTMENT 502 - LEGAL FY95 OPERATING BUDGET
TO ACCOUNT 591-86502-2

The preceding resolutions were passed September 12, 1995
Joyce L. Arel, President
Approved September 18, 1995
Rob Wagner, Mayor

R-95-193
AMENDING THE COMMUNITY DEVELOPMENT BLOCK GRANT
TO FUND THE GREATER NASHUA
HOUSING & DEVELOPMENT FOUNDATION

R-95-224
RELATIVE TO THE TRANSFER OF $64,000 FROM ACCOUNT
591-86605-9991 - CONTINGENCY AND $32,000
FROM ACCOUNT 591-86005-9991 GENERAL CONTINGENCY
TO VARIOUS DEPARTMENT PAYROLL ACCOUNTS

R-95-225
RELATIVE TO AUTHORIZING THE NASHUA POLICE DEPARTMENT
TO ACCEPT FUNDS FROM THE
DEPARTMENT OF TREASURY

R-95-227
RELATIVE TO TRANSFERRING FISCAL
YEAR 95 FUND BALANCE

R-95-234
EXTENDING CONGRATULATIONS TO 11 AND 12 YEAR OLD
BAMBINO BASEBALL - NASHUA SOUTH ALL STARS

The preceding resolutions were passed September 26, 1995
Joyce L. Arel, President
Approved September 26, 1995
Rob Wagner, Mayor

R-95-209
AUTHORIZING MAYOR ROB WAGNER TO APPLY FOR
A LOW INTEREST LOAN FROM THE STATE REVOLVING FUND
FOR A COMBINED SEWER OVERFLOW FACILITIES PLAN

R-95-223
RELATIVE TO THE TRANSFER OF $102,710 FROM ACCOUNT
531-12060-4-6619 POLICE CROSSING GUARDS
TO ACCOUNT 581-12060-2549-0110-99-22
PART TIME EMPLOYEE - CROSSING GUARDS

R-95-226
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION
OF CERTAIN FUNDS FROM HILLSBOROUGH COUNTY
INTO SPECIAL REVENUE ACCOUNT 342, 6444 FOR A
PLAY LEARNING/PARENT SUPPORT/HOME VISITOR GROUP

R-95-229
RELATIVE TO THE TRANSFER OF $50,000 FROM GENERAL
CONTINGENCY ACCOUNT 591-86052-9991-0000-00-71
TO ASSISTANT CORPORATION COUNSEL
ACCOUNT 502-11026-4-6110-0000-00-71

R-95-231
AUTHORIZING AN AGREEMENT FOR A
COMBINED SEWER OVERFLOW STUDY

R-95-233
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF
CERTAIN FUNDS FROM DARTMOUTH COLLEGE INTO
SPECIAL REVENUE ACCOUNT 342, 6445 FOR A
CHILD DEVELOPMENT PROGRAM

R-95-235
RELATIVE TO A SUPPLEMENTAL APPROPRIATION OF $700,000 TO THE OVERLAY ACCOUNT #595 IN ORDER TO EXCEED THE STATE ALLOWED MAXIMUM OF 5% OF THE AMOUNT TO BE RAISED FROM TAXES

The preceding resolutions were passed October 10, 1995
Joyce L. Arel, President
Approved October 10, 1995
Rob Wagner, Mayor

R-95-212
AUTHORIZING AN AGREEMENT WITH THE NEW HAMPSHIRE HOUSING FINANCE AUTHORITY FOR ADMINISTRATION OF RENTAL HOUSING PRODUCTION ACTIVITIES USING HOME FUNDS

The preceding resolution was passed September 12, 1995
Joyce L. Arel, President
Approved September 18, 1995
Rob Wagner, Mayor
Reconsidered and referred to committee September 26, 1995
Passed after reconsideration October 10, 1995
Approved after reconsideration October 13, 1995
Rob Wagner, Mayor

R-95-236
EXTENDING CONGRATULATIONS TO 13 YEAR OLD BABE RUTH ALL-STAR BASEBALL TEAM

The preceding resolution was passed October 24, 1995
Joyce L. Arel, President
Approved October 24, 1995
Rob Wagner, Mayor

R-95-237
RELATIVE TO THE TRANSFER OF $20,673 FROM ACCOUNT 591-86005 CONTINGENCY INTO SPECIAL REVENUE ACCOUNT 331,6213 "COPS MORE"

R-95-245
DECEMBER 12, 1995 SHALL BE THE DATE SET FOR THE RUNOFF ELECTION IN THE MAYORALTY CONTEST

The preceding resolutions were passed November 14, 1995
Joyce L. Arel, President
Approved November 14, 1995
Rob Wagner, Mayor

R-95-228
AMENDING THE COMMUNITY DEVELOPMENT BLOCK GRANT

R-95-240
RELATIVE TO THE ACCEPTANCE OF STATE CONTRIBUTIONS 20% OF THE ANNUAL AMORTIZATION COSTS OF THE BOND ISSUED FOR THE CLOSURE OF THE SHADY LANE LANDFILL

R-95-241
AUTHORIZING THE SUBMISSION OF THE FY95 CERTIFIED LOCAL GOVERNMENT GRANT APPLICATION

The preceding resolutions were passed November 28, 1995
Joyce L. Arel, President
Approved November 28, 1995
Rob Wagner, Mayor

R-95-239
AUTHORIZING HIS HONOR, THE MAYOR, AND THE CITY TREASURER TO ISSUE BONDS NOT TO EXCEED THE AMOUNT OF FOUR HUNDRED THOUSAND DOLLARS ($400,000) FOR THE ARCHITECTURAL AND ENGINEERING PHASE OF THE NEW ADDITIONS AND RENOVATIONS TO THE DR. CRISP AND BICENTENNIAL ELEMENTARY SCHOOLS AND THE CONSTRUCTION PLANNING OF THE NEW SOUTHWEST QUADRANT ELEMENTARY SCHOOL

R-95-244
AUTHORIZING AN AGREEMENT WITH CERTAIN ABUTTERS TO THE FOUR HILLS LANDFILL

R-95-247
RELATIVE TO THE ACCEPTANCE OF CERTAIN FUNDS FROM DARTMOUTH COLLEGE INTO SPECIAL REVENUE ACCOUNT #6450 "PUBLIC HEALTH DEPARTMENT TRAINEESHIP FUND"

R-95-248
RELATIVE TO THE ACCEPTANCE OF $4,941 - CRUDE OIL REFUND PAYABLE TO THE CITY OF NASHUA FROM THE UNITED STATES DEPARTMENT OF ENERGY

R-95-252
IN RECOGNITION TO DONALD DYER'S SERVICE TO THE CITY OF NASHUA AND ITS CITIZENS

The preceding resolutions were passed December 13, 1995
Joyce L. Arel, President
Approved December 13, 1995
Rob Wagner, Mayor

R-95-246
AMENDING THE COMMUNITY DEVELOPMENT BLOCK GRANT
TO FUND RECONSTRUCTION OF THE TEMPLE STREET FOOTBRIDGE

R-95-249
ACCEPTING A SUBALLOCATION OF HOME FUNDS

R-95-250
AUTHORIZING THE MAYOR TO CONVEY THE PROPERTY
LOCATED AT 32 CANAL STREET TO PETER M. BONNETTE
AND ALVIN R. BONNETTE REVOCABLE TRUST

R-95-251
AUTHORIZING THE MAYOR TO CONVEY THE PROPERTY
LOCATED AT 80 CANAL STREET TO DAVID MORAROS

R-95-253
AUTHORIZING THE ACCEPTANCE OF FUNDS AND DISPOSITION
OF PROPERTY DONATED TO THE CITY BY MERI GOYETTE

R-95-254
EXTENDING APPRECIATION TO THOMAS B. KELLEY
FOR HIS TWENTY-TWO YEARS OF DEDICATED SERVICE

The preceding resolutions were passed December 26, 1995
Joyce L. Arel, President
Approved December 26, 1995
Rob Wagner, Mayor

R-96-01
SETTING THE TIME FOR THE NEW HAMPSHIRE
PRESIDENTIAL PREFERENCE PRIMARY ELECTION

The preceding resolution was passed January 9, 1996
Claire McGrath, President
Approved January 9, 1996
Donald C. Davidson, Mayor

R-96-07
RELATIVE TO ENDORSEMENT OF SENATE BILL 562-FN-LOCAL

The preceding resolution was passed February 13, 1996
Claire McGrath, President
Approved February 13, 1996
Donald C. Davidson, Mayor

R-96-04

AUTHORIZING THE MAYOR AND CITY TREASURER TO APPLY TO THE NEW HAMPSHIRE DEPARTMENT OF ENVIRONMENTAL SERVICES (NHDES) FOR A LOAN FOR ITS REVOLVING LOAN FUND FOR EXPENSES RELATED TO THE CLOSURE OF THE FOUR HILLS LANDFILL

R-96-06

RELATIVE TO THE TRANSFER OF $31,890 FROM GENERAL CONTINGENCY ACCOUNT 591-86532 TO FIRE DEPARTMENT PAYROLL TO COVER TWO RETIREMENTS

The preceding resolutions were passed February 27, 1996
Claire McGrath, President
Approved February 27, 1996
Donald C. Davidson, Mayor

R-96-03

AUTHORIZING THE SALE OF CITY OWNED LAND ON ALMONT STREET AND FOREST PARK DRIVE TO JAMES AND SHARON RAVAN

R-96-05

RELATIVE TO ESTABLISHING SPECIAL REVENUE FUND 531-6214 TO MANAGE SPECIAL POLICE SERVICES AND ALLOWING THEM TO BECOME SELF SUPPORTING

The preceding resolutions were passed March 12, 1996
Claire McGrath, President
Approved March 12, 1996
Donald C. Davidson, Mayor

R-96-08

RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS FROM VARIOUS SOURCES INTO SPECIAL REVENUE ACCOUNT 331, 6214 "POLICE K-9 UNIT"

R-96-09

AUTHORIZING HIS HONOR THE MAYOR AND CITY TREASURER TO ISSUE BONDS NOT TO EXCEED THE AMOUNT OF SIX MILLION FOUR HUNDRED FORTY FIVE THOUSAND DOLLARS ($6,445,000) FOR THE CONSTRUCTION PHASE OF THE RENOVATIONS AND NEW ADDITIONS TO THE DR. CRISP AND BICENTENNIAL ELEMENTARY SCHOOLS

R-96-10

RELATIVE TO THE ACCEPTANCE OF CERTAIN FUNDS FORM DARTMOUTH COLLEGE INTO SPECIAL REVENUE ACCOUNT #6450 "PUBLIC HEALTH DEPARTMENT TRAINEESHIP FUND"

R-96-11
RELATING TO THE REASSIGNMENT OF CERTAIN
MARSHALL STREET ADDRESS NUMBERS

R-96-13
RELATIVE TO THE TRANSFER OF $18,432, THE BALANCE OF
DEPARTMENT 511 - ADMINISTRATIVE SERVICES,
TO DEPARTMENT 501 - MAYOR'S OFFICE

R-96-14
RELATIVE TO AMENDING R-95-239 TO REALLOCATE THE
ORIGINAL PURPOSE OF THE ARCHITECTURAL AND ENGINEERING
COSTS OF ELEMENTARY SCHOOL ADDITIONS AND RENOVATIONS

The preceding resolutions were passed March 26, 1996
Claire McGrath, President
Approved March 27, 1996
Donald C. Davidson, Mayor

R-96-12
AUTHORIZING HIS HONOR THE MAYOR AND CITY TREASURER
TO ISSUE BONDS NOT TO EXCEED THE AMOUNT OF ONE
HUNDRED AND ONE THOUSAND DOLLARS ($101,000)
FOR THE CITY'S SHARE OF THE DESIGN AND CONSTRUCTION
OF THE REPLACEMENT TO THE RIDGE ROAD BRIDGE

R-96-19
RELATIVE TO THE TRANSFER OF $36,539 FROM ACCOUNT
591-86532 - CONTINGENCY TO ACCOUNTS 532-11318
($8,769) AND 532-11285 ($27,770) - FIRE PAYROLL

The preceding resolutions were passed April 23, 1996
Claire McGrath, President
Approved April 23, 1996
Donald C. Davidson, Mayor

R-96-12
AUTHORIZING THE ACTIVATION OF PEDESTRIAN
WALK/DON'T WALK SIGNALS AT THE INTERSECTION OF COTTON ROAD
AND AMHERST STREET AND SOMERSET PARKWAY AND AMHERST STREET

The preceding resolution was passed April 23, 1996
Claire McGrath, President
Approved April 30, 1996
Donald C. Davidson, Mayor

R-96-17
ACCEPTING A SUBALLOCATION OF HOME FUNDS

R-96-16
RELATIVE TO THE ESTABLISHMENT OF SEWER ASSESSMENTS
(Thomas J. & Renee A. Weaver, 4 Bloomingdale Drive)

R-96-18
AUTHORIZING THE MAYOR TO APPLY FOR THE ANNUAL
COMMUNITY DEVELOPMENT BLOCK GRANT

The preceding resolutions were passed May 14, 1996
Claire McGrath, President
Approved May 14, 1996
Donald C. Davidson, Mayor

R-96-23
AUTHORIZING THE AMENDMENT TO THE EXISTING ENGINEERING
AND CONSTRUCTION SUPERVISION CONTRACT
FOR THE FOUR HILLS LANDFILL

R-96-24
AUTHORIZING THE ASSIGNMENT OF EXISTING POWER SALES
AGREEMENTS FOR THE NASHUA LANDFILL GAS PROJECT

R-96-27
EXTENDING APPRECIATION TO S. ROBERT WINER FOR HIS
MANY YEARS OF DEDICATED SERVICE TO THE
CITY OF NASHUA

The preceding resolutions were passed May 28, 1996
Claire McGrath, President
Approved May 28, 1996
Donald C. Davidson, Mayor

R-96-25
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS INTO
SPECIAL REVENUE ACCOUNT 331,6212 "UNDERCOVER OPERATIONS"

R-96-33
RELATIVE TO THE TRANSFER OF $11,295 FROM ACCOUNT
571-11621 - SECRETARY IV, COMMUNITY DEVELOPMENT
DIVISION TO ACCOUNT 574-11183 -
CODE ENFORCEMENT OFFICER II

The preceding resolutions were passed June 11, 1996
Claire McGrath, President
Approved June 11, 1996
Donald C. Davidson, Mayor

R-96-28
AUTHORIZING THE CONVEYANCE OF THE DISCONTINUED
PORTION OF ROSE STREET

R-96-29
RELATIVE TO THE ESTABLISHMENT OF SEWER ASSESSMENTS
(James & Mary Stamas, 136 East Dunstable Road)

R-96-30
RELATIVE TO THE ESTABLISHMENT OF SEWER ASSESSMENTS
(Warren A. & Marguerite L. Gropp, 136 Westwood Drive)

R-96-31
AUTHORIZING THE ACCEPTANCE OF PROPERTY ON CHARRON AVENUE

R-96-32
RELATIVE TO THE ESTABLISHMENT OF SEWER ASSESSMENTS
(Maurice E. Pontbriand, 7 Rice Street)

R-96-34
AUTHORIZING THE FILING OF APPLICATIONS WITH THE DEPARTMENT OF TRANSPORTATION, UNITED STATES OF AMERICA, FOR GRANTS UNDER THE URBAN MASS TRANSPORTATION ACT OF 1964, AS AMENDED

R-96-38
RELATIVE TO THE ACCEPTANCE AND APPROPRIATION OF FUNDS INTO SPECIAL REVENUE ACCOUNT 301-6003 "HUNT BUILDING MAINTENANCE AND UTILITIES FUND"

R-96-39
RELATIVE TO THE RESCINDING OF $100,000 AUTHORIZED BONDING FOR THE ARCHITECTURAL AND ENGINEERING PHASE OF THE ADDITIONS AND RENOVATIONS TO THE DR. CRISP AND BICENTENNIAL ELEMENTARY SCHOOLS

R-96-41
RELATIVE TO THE TRANSFER OF $60,000 FROM ACCOUNT 591-06571-9991 CONTINGENCY - COMMUNITY DEVELOPMENT TO ACCOUNT 572-53025 PLANNING & BUILDING DEPT. PROFESSIONAL SERVICES AND PROGRAM #7211 DEVELOPMENT AND ZONING REVIEW. AUTHORIZING THE MAYOR AND CITY TREASURER TO ENTER INTO A CONTRACT FOR PROFESSIONAL SERVICES FOR AN AMOUNT NOT TO EXCEED $60,000

The preceding resolutions were passed June 25, 1996
Claire McGrath, President
Approved June 25, 1996
Donald C. Davidson, Mayor

R-96-22
RELATIVE TO THE TRANSFER OF $934,881 FROM THE INSURANCE PREMIUM ACCOUNT #508 TO VARIOUS CAPITAL IMPROVEMENTS ACCOUNTS AND TO THE CAPITAL EQUIPMENT RESERVE ACCOUNT

The preceding resolution was passed June 25, 1996
Claire McGrath, President
Approved July 1, 1996
Donald C. Davidson, Mayor

ELECTIONS

GENERAL MUNICIPAL ELECTION
NOVEMBER 7, 1995

for

MAYOR
ALDERMEN-AT-LARGE
BOARD OF PUBLIC WORKS
BOARD OF EDUCATION
FIRE COMMISSION (4 year term)
FIRE COMMISSION (2 year term)
WARD ALDERMEN
WARD MODERATORS
WARD CLERKS
WARD SELECTMEN

SPECIAL STATE PRIMARY ELECTION
NOVEMBER 7, 1995

For

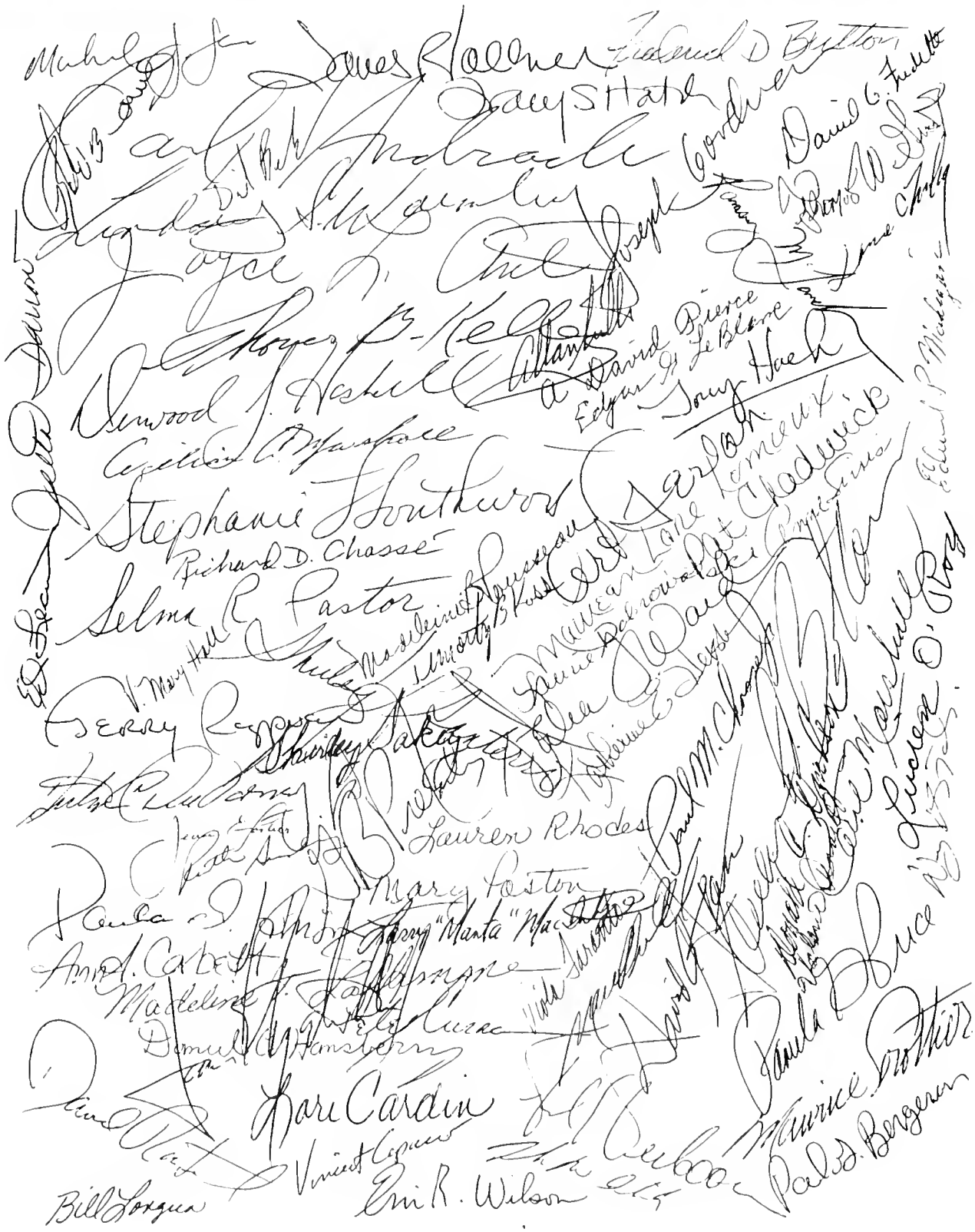
STATE REPRESENTATIVE - DISTRICT #30
STATE REPRESENTATIVE - DISTRICT #33

SPECIAL MAYORAL RUN-OFF ELECTION
DECEMBER 12, 1995

SPECIAL STATE GENERAL ELECTION
DECEMBER 12, 1995

CITY OF NASHUA POLLING AREAS

Ward 1	BROAD STREET ELEMENTARY SCHOOL (Gym) 390 BROAD STREET
Ward 2	CHARLOTTE AVENUE ELEMENTARY SCHOOL (Gym) 48 CHARLOTTE AVENUE
Ward 3	AMHERST STREET ELEMENTARY SCHOOL 71 AMHERST STREET
Ward 4	ST. PATRICK'S YOUTH CENTER 220 MAIN STREET
Ward 5	MAIN DUNSTABLE ELEMENTARY SCHOOL 20 WHITFORD ROAD
Ward 6	FAIRGROUNDS JUNIOR HIGH SCHOOL 27 CLEVELAND STREET
Ward 7	DR. NORMAN CRISP ELEMENTARY SCHOOL 50 ARLINGTON STREET
Ward 8	BICENTENNIAL ELEMENTARY SCHOOL 296 EAST DUNSTABLE ROAD
Ward 9	NEW SEARLES ROAD ELEMENTARY SCHOOL 39 SHADY LANE



SIGNATURES OF CANDIDATES WHO TOOK OUT
NOMINATION PAPERS FOR THE NOVEMBER ELECTION

GENERAL MUNICIPAL ELECTION
NOVEMBER 7, 1995

FOR MAYOR	TERM: 4 YEARS	VOTES
Fred S. Teeboom	24 Cheyenne Drive	1,793
Steven A. Bolton	4 Kyle Drive	1,872
Donald C. Davidson*	71 Browning Avenue	3,598
Thomas B. Kelley	21 Todd Road	663
Joyce L. Arel	10 Virginia Drive	2,152
Carl Andrade*	10 Clydesdale Circle	2,272
Tracy S. Hatch	7 Ferncroft Drive	2,201

FOR ALDERMEN-AT-LARGE	TERM: 4 YEARS	VOTES
Joseph Goodman	13 Fountain Lane	3,195
Paul M. Chasse, Jr.	16 Heon Court	3,403
Victor C. DuVarney, Jr *	13 Ritter Street	5,302
George B. Pressly, Jr *	126A Hills Ferry Road	4,590
Robert J. Bell	130 Peele Road	3,174
D'Amaso Cordero	144 Amherst Street	1,516
Eric R. Wilson	1 Burns Street	3,400
Katherine E. Hersh*	28 Bicentennial Drive	5,713

FOR BOARD OF PUBLIC WORKS	TERM: 4 YEARS	VOTES
Lucien O. Roy*	9 Oakdale Avenue	4,860
Nancy Tobi	26 Cheyenne Drive	4,230
David A. Farr*	15 Upstone Drive	4,391
Allan Fuller	93 Taylor Street	3,089
Jetta Darrow	32 Nightingale Road	1,756

FOR BOARD OF EDUCATION	TERM: 4 YEARS	VOTES
Lance C. Turley	5 Melissa Drive	1,915
Lindsey Wormley*	8 Margaret Circle	4,816
David Richard Belanger*	269 Bartemus Trail	5,620
Timothy B. Koss	15 Torrey Road	1,788
Michael L. Laws	17 Westray Drive	2,224
Daniel C. Hansberry*	20 Shelley Drive	5,509
Vincent Capasso	28 Burnham Avenue	3,728
Ramsay McLauchlan*	21 Kessler Farm Drive	4,253
William C. Longua	2 White Plains Drive	1,553
Lauren Rhodes	49 Coburn Woods	2,881
Julia T. Ward*	5 Hall Avenue	4,762
Gerard "Gerry" Reppucci	35B Orange Street	2,118
John W. Andrick	15 Northwood Drive	1,760

FOR FIRE COMMISSION	TERM: 4 YEARS	VOTES
Edward P. Madigan*	4 Westray Drive	6,122
Edward J. Lecius*	26 Watersedge Drive	6,881
Mark Piekarski*	71 Middle Dunstable Road	5,608
Robert B. Dawe, Sr	9 Chaucer Road	4,133

FOR FIRE COMMISSION	TERM: 2 YEARS	VOTES
Maurice A. Trottier*	93 Fairview Avenue	5,785
Richard D. Chasse	72 Concord Street	3,995

FOR WARD ALDERMEN		TERM: 2 YEARS	VOTES
W1	James R. Tollner*	1 Sequoia Circle	1,346
	Ruth Ginsburg	6 Dover Street	570
W2	William "Torry" Hack*	21 Cushing Avenue	1,006
W3	Frederick "Fred" Britton*	40 Walden Pond Drive	808
	Arthur P. Ferlan	6 Glendale Drive	598
	Stephanie L. Southworth	120 Lock Street	237
W4	Derwood J. Haskell	28 Tampa Street	278
	Marc W. Plamondon*	78 Elm Street	425
W5	Brian S. McCarthy*	65 Musket Drive	1,064
	Paula I. Johnson	15 Westborn Drive	386
W6	David G. Fredette*	17 Hassel Brook Road	1,361
W7	Thomas W. Grant*	7 Lincoln Avenue	917
	Lori Cardin	76 Marshall Street	663
W8	Maureen Lane Lemieux*	87 Spindlewick Drive	915
W9	David Rootovich*	5 Shelton Street	1,025
	Pamela G. Price	6 Indian Fern Drive	620

FOR WARD MODERATOR		TERM: 2 YEARS	VOTES
W1	Francis Pickett*	42 Bartemus Trail	1,329
W2	V. Mary Hall*	66 Manchester Street	974
W3	Joseph Sakey*	48 Walden Pond Drive	1,144
W4	Henry Labine*(write-in)	1 Perry Avenue	18
W5	Dennis Drake*	5 Grace Drive	987
W6	Madeleine B Rousseau*	21 Wadleigh Street	1,219
W7	Kathy Ann Courtenay*	8 Cherry Street	1,043
W8	Harold Hellinger*(write-in)	5 Lansing Drive	9
W9	Peter Curran*	91 Langholm Drive	1,155

FOR WARD CLERK		TERM: 2 YEARS	VOTES
W1	Mary K. Poston*	14 Bible Way	1,437
W2	William Marshall*	15 Watson Street	974
W3	Carol P. Marshall*	14 Abbott Street	1,231
W4	Shirley L. Santerre*	1 Clocktower Place #529	630
W5	Jean E. Fortier*	1070 West Hollis Street	1,068
W6	"Laurie" Blais*	21 Markar Street	1,151
W7	Daryl Courtenay*	8 Cherry Street	1,072
W8	Viola J. Taranto*	5 Belgian Place	818
W9	Ann A. Corbett*	168 Searles Road	1,190

FOR WARD SELECTMEN		TERM: 2 YEARS	VOTES
W1	Patricia A Chadwick*	43 Indian Rock Road	1,138
	Paul G. Bergeron*	28 Briand Drive	1,211
	Brooks Thompson*	36 Lutheran Drive	1,031
W2	Michael Moran*	21 Danbury Road	702
	Robert Mercer*	11 Dinsmore Street	812
	Andrew Hall*	66 Manchester Street	740
W3	A. David Pierce*	13 Manchester Street	927
	Shirley Sakey*	48 Walden Pond Drive	866
	Selma Pastor*	24 Stark Street	1,075
W4	Roger Cote*(write-in)	2 Badger Street	14
	Bea Farland*(write-in)	90 Ledge Street	12
	Mary Sargent*(write-in)	8 Milford Street	10
W5	Madeline T. LaFlamme*	55 Buck Meadow Road	839
	James E. Malone III*	897 West Hollis Street	815
	Shawn Dyer*(write-in)	16 Radcliffe Drive	3
W6	Edgar G. LeBlanc*	25 Wadleigh Street	971
	Ida B. Lavoie*	75 Linwood Street	909
	Norman R Lavoie*	75 Linwood Street	941
W7	Lawrence F. MacIntyre*	5 Arlington Street	843
	Anne M. Sirois*	57 Newbury Street	946
	Valerie Denault*	48 Burke Street	847
W8	Eric Schneider*(write-in)	19 Stanley Lane	12
	Joe Taranto*(write-in)	5 Belgian Place	6
	Hallock Boutwell* (write-in)	9 Scott Avenue	6
W9	Mark F. Avery*	5 Westray Drive	899
	Barbara Spaeck*	3 Lamb Road	912
	Laurie Dobrowolski*	126 Searles Road	979

REFERENDUM QUESTION

"Shall the City Charter be amended by repealing Sections 56-c, d, e and f, the So Called 'Budget Cap'?"

YES: 4,375
NO: 7,019

SPECIAL STATE PRIMARY ELECTION
REPUBLICAN PARTY
NOVEMBER 7, 1995

DISTRICT 30 (Ward 5)	Bruce Fagaley	5 Cimmarron Drive	93
	*James Stewart	5 Penobscot Road	242
DISTRICT 33 (Ward 8)	*Eileen Dawe	9 Chaucer Road	280
	T. Harrison Whalen	67 Browning Avenue	218

NOVEMBER 7, 1995
MUNICIPAL ELECTION
CITY VOTER TURNOUT

WARD	TOTAL NUMBER ON CHECKLIST	NEW VOTERS	COMBINED TOTAL ON CHECKLIST	REGULAR BALLOTS CASTS	ABSENTEE BALLOTS CASTS	TOTAL BALLOTS CASTS	%
1	6,207	50	6,077	2,076	101	2,177	35.8
2	5,670	48	5,718	1,431	39	1,470	25.7
3	4,817	67	4,884	1,764	77	1,841	37.7
4	3,233	38	3,271	877	69	946	28.9
5	5,240	57	5,297	1,535	60	1,595	30.1
6	4,709	23	4,732	1,752	96	1,848	39.1
7	4,508	72	4,580	1,648	76	1,724	37.6
8	5,564	55	5,619	1,377	54	1,431	25.5
9	5,296	54	5,350	1,706	60	1,766	33.0
TOTAL	45,064	464	45,528	14,166	632	14,798	32.5

MUNICIPAL MAYORAL RUN-OFF ELECTION
DECEMBER 12, 1995

FOR MAYOR:	*Donald C. Davidson	71 Browning Avenue	6,913
	Carl Andrade	10 Clydesdale Circle	5,231

STATE SPECIAL ELECTION
DECEMBER 12, 1995

DISTRICT 30 (Ward 5)	James Stewart (R)	5 Penobscot Road	492
	*Philip M. Ackerman (D)	26 Carlene Drive	635
DISTRICT 33 (Ward 8)	Eileen Dawe (R)	9 Chaucer Road	550
	*Joseph A. Foster (D)	9 Keats Street	573

*denotes winners

DECEMBER 12, 1995
MUNICIPAL MAYORAL RUN-OFF ELECTION
CITY VOTER TURNOUT

WARD	ORIGINAL NUMBER ON CHECKLIST	NEW VOTERS	COMBINED TOTAL ON CHECKLIST	BALLOTS CASTS	%
1	6,089	12	6,101	1,857	30.4
2	5,719	16	5,735	1,235	21.5
3	4,882	14	4,896	1,528	31.2
4	3,260	9	3,269	747	22.8
5	5,275	11	5,286	1,257	23.8
6	4,739	21	4,760	1,558	32.7
7	4,533	11	4,544	1,357	29.9
8	5,603	17	5,620	1,216	21.6
9	5,345	10	5,355	1,410	26.3
TOTAL	45,445	121	45,566	12,165	26.8

The future is always affected by the past.....

The following excerpts are from Nashua Annual Reports printed at the beginning of the century.

It is quite evident that everyone took their job seriously

STREET CLEANING.

Except during the time when the streets are covered with snow, four men have spent all of each day cleaning the following streets: One man Railroad Square, Main street, north from south end of bridge to Concord street and paved part of Franklin street; one man Main street, south from south end of bridge to Main Street School; one man West Pearl street from Main to Palm and Factory street from Main to Vine; one man East Pearl street from Main to Temple and Temple street from East Pearl to railroad crossing. The men are provided with the familiar two-wheeled barrow, brush and shovel and this method has been found to be the most economical way to keep these streets clean.

The surface of many macadam streets have been scraped and the gutters freed from weeds and other accumulations which with the work above described has cost, ...	$5,515 34
And also the streets as shown in table A, . .	254 50
	$5,769 84

TOOLS AND SUPPLIES.

Tools and supplies purchased up to Dec. 15, 1903,	$708 00

Below is inventory of tools and supplies on hand Dec. 15, 1903:

1 steam roller.
1 iron horse roller.
2 road machines.
1 sweeper.
13 snow plows.
5 horses.
3 two horse carts.

1903 - Annual Report
Board of Public Works

October 26. Box 42. 3:17 p. m.
Caused by a fire on roof of wood frame building owned and occupied by Gregg & Son as a lumber shed. Cause of fire, spark from locomotive. Damage slight.

October 28. Box 42. 6:55 a. m.
Caused by a fire in wood frame building owned and occupied by Boston & Maine Railroad as a sand shed. Cause of fire, overheated stove.

Value of building,	$500 00
Damage to building,	282 84
Insurance on building	500 00
Insurance paid,	282 84
Value of contents,	50 00
Damage to contents	20 00
Insurance on contents	50 00
Insurance paid,	20 00

October 31. Box 72. 7:22 p. m.
Caused by smoke coming out of wood frame building owned by the McLaren heirs. No damage.

November 1. Box 92. 3:42 p. m.
Caused by fire in woods on land owned by J. L. H. Marshall on Hollis road. No damage.

November 8. Still Alarm. 11:45 a. m.
Caused by smoke coming out of new church on Spring street.

November 10. Still Alarm. 1:45 p. m.
Caused by a fire in the grass on Driving Park. No damage.

November 13. Still Alarm. 12:35 p. m.
Caused by a fire in the brush in rear of A. J. Lucier's house on Arlington street. No damage.

November 15. Still Alarm. 4:16 p. m.
Caused by a chimney fire in wood frame building on Pine street owned by Joseph Labine. No damage.

November 18. Still Alarm. 5:05 p. m.
Caused by a chimney fire in wood frame building owned by H. A. Hobson as a dwelling house. No damage.

November 23. Still Alarm. 8:55 a. m.
Caused by a chimney fire in wood frame building owned by Urick Peterson. Damage slight.

November 25. Box 81. 10:13 a. m.
Caused by a fire in wood frame building owned and occupied by Mrs. A. Lefebvre as a barn. Cause of fire, careless use of matches. Damage slight.

November 28. Still Alarm. 2:10 p. m.
Caused by a fire in wood frame building occupied by J. C. Eastman as a paint shop. Damage slight.

November 30. Box 49. 9:50 p. m.
Caused by a fire in wood frame building owned and occupied by the Duane F. Holt Co., as a house furnishing works. Cause of fire, overheated chimney. Damage slight.

December 2. Still Alarm. 3:35 p. m.
Caused by a fire in the grass on North Common. No damage.

December 2. Box 32. 10:35 p. m.
Caused by a fire in the grass on land owned by David P. Barber. Cause of fire, sparks from locomotive. No damage.

December 5. Box 53. 10:31 a. m.
Caused by a fire in the wood frame building owned and occupied by the Eastern Forge Co., as a hammer shop. Cause of fire, spark from hammer. Damage slight.

December 9. Still Alarm. 6:25 a. m.
Caused by an oil stove taking fire in wood frame building, No. 7 Winter street. No damage.

1903 - Annual Report
Fire Commissioners

Trimming and care of trees, ... $62 75

The work on trees, as in the past has been confined to such trimming as is necessary to make passage beneath them safe.

In July a swarm of the dreaded Brown Tail moth visited a section of the city and laid their eggs. A brood of caterpillars has already been hatched which will, before this report is printed, produce other swarms of the moth. Details of the ravages and physical discomforts of this pest will not be given here, but only the united and active co-operation of state, city and private individual can save to the city its beautiful shade trees.

Street cleaning, ... $5,719 50

The following streets have been cleaned each day by men provided with two-wheeled barrow, shovel and broom, and at a cost of $1,621 50:

Main street from Hollis street to Abbott square, Railroad square, West Pearl street from Main to Palm street, East Pearl street from Main to Temple street and Temple street from Pearl to Amory.

The work on other streets has been that of scraping the surface and removing weeds and other accumulations from the gutters.

Arrests and Causes.

Arrests, males,	771
Arrests, females,	76
Whole number of arrests,	847

Causes of Arrests.

Assault,	64
Aggravated assault,	13
Assault on officer,	1
Arson,	3
Attempt to rape,	3
Adultery,	1
Arrested for out-of-town officers,	10
Bastardy,	2
Breaking into sealed freight car,	2
Breaking quarantine law,	1
Burglary,	15
Cruelty to animals,	1
Common drunkard,	10
Drunk,	333
Derisive words,	1
Desertion from U. S. army,	3
Disorderly conduct,	36
Disorderly house,	5
Defacing building,	13
Dressed as a woman,	1
Embezzlement,	3
Escaped convicts,	2
Evading fare,	6
Evading military law,	1
Fornication,	12
Fast driving, automobile,	1
Felonious assault,	1
Fugitive from justice,	1

Gambling,	6
Gambling house,	1
Held for debt,	1
Hunting on Sunday,	2
Insanity,	6
Keeping intoxicating liquors for sale,	2
Keeping spirituous liquors for sale,	10
Keeping open on Sunday,	6
Larceny from the person,	3
Larceny,	70
Malicious mischief,	5
Non-support of child,	6
Noise and brawl,	24
Non-payment of taxes,	1
Obtaining money under false pretenses,	1
Obscene and profane language,	12
Obstructing officers,	7
Obstructing sidewalk,	3
Running away from home,	1
Running away from house of correction, Goffstown,	1
Retained for witnesses,	5
Safe keeping,	84
Sale of milk without license,	1
Stealing a ride,	5
Stubborn child,	6
Surrendered by bondsman,	1
Suspicion,	2
Truants,	3
Tramps,	5
Throwing stones in streets,	2
Vagabonds,	18
Total,	847

1904 - Annual Report
Police Commissioners

REPORT OF THE PARK COMMISSION.

To the City Councils of the City of Nashua

The Park Commissioners of said city submit the following as their annual report:

The small appropriation annually granted to this Board has not permitted us to make any extended repairs or improvements in our new work toward the development and planting of trees, shrubs or plants on any of the commons or parks.

During the past year, such money as was necessary to keep the grass properly mowed and parks reasonably free from rubbish has been expended. The South Common fence has been painted and put in fairly respectable condition, and rubbish and bushes in the Greeley Farm removed

Mr. J. F. Watson has continued tenant of the Greeley Farm buildings, with a portion of the land on the west side of Concord Street, and Mr. Alfred Chase has cultivated the land east of Concord Street, with the exception of a small corner reserved for a grove and nursery.

The City Councils appropriated the usual amount, $650.00, for our use, but the same was never paid over to the Park Commission, and we have not had the benefit of the same. Why this action of the City Councils was ignored, the Commission is not in a position to answer.

The Highway Department of the City of Nashua have continued the excavation at the South Common, taking out the good gravel for the highways, under an agreement to pay ten cents per load; but no settlement therefor has ever been made, and your Commissioners' efforts in this direction have been fruitless. The Commission's requests of the Board of Public Works for 1904 for a report of the amount of gravel taken and carried away

have been ignored, and the Board of Public Works have profited by such supply and use, and have credited themselves to such amounts.

We have no recommendations to make at this time other than indorsement of former recommendations promulgated by the Commissioners, and at such time as sufficient funds are in our treasury to warrant the completion of the plans already made, they will be carried out.

During the year, Mr. George W. Parsons resigned, after being elected to the Board of Aldermen, and late in December, Joseph A. Noble was appointed in his place.

Respectfully submitted,

C. W. HOITT,
GEO. W. PARSONS,
E. H. WASON,
Park Commissioners.

1904 - Annual Report
Park Commission

Report of Park Commission

To His Honor the Mayor, and Board of Aldermen:—

The Park Commission submit their Annual Report for the year ending December 31, 1920.

The high price of labor has handicapped our work during the year as it did last year. However, we have been able to give the care needed to the work in general. But little new work has been undertaken on account of our limited funds. The demand for a good playground at South Common continues to grow. It is hoped that the Park Commission may be given the $2000 asked for in its estimate for its appropriation for the ensuing year. With the assistance of the Board of Public Works the Park Commission feel that a good beginning can be made on the plans already in hand. During the year the ball diamond at North Common has been moved back and put in good condition, and bleachers with a seating capacity of eight hundred have been erected. The demand for a greater seating capacity is expressed on all sides. The Park Commission believe that with the $500 asked for in its estimate of money needed this year that suitable bleachers can be erected that will serve a much larger number of people. The estimate made by contractors is $1270. It is hoped that this additional appropriation can be granted. The Elm Beetle and Gypsy Moth are still a serious menace to many of our beautiful city trees. The Park Commission are mindful of this condition and are giving the matter special attention. The interest in the war gardens has fallen off considerable. Not all the plots at North Common or at Greeley Park were taken last year. The Commission will allow the plots to be taken the ensuing year. However we will need the space at Greeley Park very soon to transplant trees which are now in the nursery according to general plans for the development of this part of the Park System.

Respectfully,

HENRY H. DAVIS,
HERBERT E. KENDALL,
JASON E. TOLLES,
Park Commission.

1920 - Annual Report
Park Commission

FINANCIAL STATEMENT REPORTS

July 1, 1995

through

June 30, 1996

PLODZIK & SANDERSON

Professional Association/Accountants & Auditors

193 North Main Street • Concord • New Hampshire • 03301-5063 • 603-225-6996 • FAX-224-1380

INDEPENDENT AUDITOR'S REPORT ON FINANCIAL PRESENTATION

To the Honorable Mayor
and Board of Aldermen
City of Nashua
Nashua, New Hampshire

We have audited the accompanying general-purpose financial statements of the City of Nashua as of and for the year ended June 30, 1996. These general-purpose financial statements are the responsibility of the City's management. Our responsibility is to express an opinion on these general-purpose financial statements based on our audit. We did not audit the financial statements of the Nashua Airport Authority, which represents 100% of the assets and revenues of the component unit columns. These financial statements of the Nashua Airport Authority were audited by other auditors whose reports have been furnished to us, and our opinion on the general-purpose financial statements, insofar as it relates to the amounts included for the Nashua Airport Authority is based on the reports of the other auditors.

We conducted our audit in accordance with generally accepted auditing standards and *Government Auditing Standards* issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the general-purpose financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the general-purpose financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall general-purpose financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

The general-purpose financial statements referred to above do not include the general fixed assets account group which should be included in order to conform with generally accepted accounting principles. As is the case with most municipal entities in the State of New Hampshire, the City of Nashua has not maintained historical cost records of its fixed assets. The amount that should be recorded in the general fixed assets account group is not known.

In our opinion, based on our audit and the reports of other auditors, except for the effect on the financial statements of the omission described in the preceding paragraph, the general-purpose financial statements referred to above present fairly, in all material respects, the financial position of the City of Nashua, as of June 30, 1996, and the results of its operations and the cash flows of its proprietary fund types and nonexpendable trust funds for the year then ended in conformity with generally accepted accounting principles.

City of Nashua
Independent Auditor's Report on Financial Presentation

Our audit was made for the purpose of forming an opinion on the general-purpose financial statements taken as a whole. The combining and individual fund financial statements listed in the table of contents are presented for purposes of additional analysis and are not a required part of the general-purpose financial statements of the City of Nashua. Such information has been subjected to the auditing procedures applied in the audit of the general-purpose financial statements and, in our opinion, is fairly presented in all material respects in relation to the general-purpose financial statements taken as a whole.

In accordance with *Government Auditing Standards,* we have also issued a report dated October 4, 1996 on our consideration of the City of Nashua's internal control structure and a report dated October 4, 1996 on its compliance with laws and regulations.

James A. Sojka, CPA

October 4, 1996

PLODZIK & SANDERSON
Professional Association

EXHIBIT A
CITY OF NASHUA, NEW HAMPSHIRE
Combined Balance Sheet - All Fund Types and Account Group
June 30, 1996

	Governmental Fund Types		
ASSETS AND OTHER DEBITS	General	Special Revenue	Capital Projects
Assets			
Cash and Equivalents	$ 60,025,088	$ 24,201	$
Investments	8,960,438		
Receivables (Net of Allowances For Uncollectibles)			
Liens			
Taxes	7,183,111		
Accounts	3,036,654	316,195	
Intergovernmental		1,422,616	
Other			
Interfund Receivable		982,639	8,457,684
Voluntary Tax Liens	13,372		
Voluntary Tax Liens Reserved Until Collected	(13,372)		
Inventory	44,949		
Prepaid Items	33,387	590	
Fixed Assets			
Accumulated Depreciation			
Tax Deeded Property Subject to Resale	173,544		
Other Debits			
Amount to be Provided for Retirement of General Long-Term Debt			
TOTAL ASSETS AND OTHER DEBITS	$ 79,457,171	$ 2,746,241	$ 8,457,684

A (1)

Proprietary Fund Type Enterprise Funds	Fiduciary Fund Types Trust and Agency	Account Group General Long-Term Debt	Total Primary Government (Memorandum Only)	Component Unit - Nashua Airport Authority	Total Reporting Entity (Memorandum Only)
$ 8,631,246	$ 1,313,192	$	$ 69,993,727	$ 186,291	$ 70,180,018
	21,543,331		30,503,769	101,000	30,604,769
106,796			106,796		106,796
			7,183,111		7,183,111
1,936,641	112,107		5,401,597	12,333	5,413,930
67,869			1,490,485	302,155	1,792,640
	7,559,212		7,559,212		7,559,212
3,830,988	3,006,548		16,277,859		16,277,859
			13,372		13,372
			(13,372)		(13,372)
			44,949		44,949
3,351			37,328	2,188	39,516
87,096,368			87,096,368	750,944	87,847,312
(28,124,890)			(28,124,890)		(28,124,890)
			173,544		173,544
		43,774,448	43,774,448	16,474	43,790,922
$ 73,548,369	$ 33,534,390	$ 43,774,448	$ 241,518,303	$ 1,371,385	$ 242,889,688

EXHIBIT A (Continued)
CITY OF NASHUA, NEW HAMPSHIRE
Combined Balance Sheet - All Fund Types and Account Group
June 30, 1996

	Governmental Fund Types		
LIABILITIES, EQUITY AND OTHER CREDITS	General	Special Revenue	Capital Projects
Liabilities			
Accounts Payable	$ 2,531,648	$ 254,898	$ 37,038
Accrued Payroll and Benefits	2,154,213	3,441	
Contracts Payable			534,154
Retainage Payable			224,913
Interfund Payable	13,717,627	1,095,500	256,298
Escrow and Performance Deposits			
Other Current Liabilities			
Deferred Tax Revenues	56,076,431		
Other Deferred Revenues	325,833		
Bond Anticipation Notes Payable			10,625,000
Due to Student Groups			
Deferred Compensation Benefits Payable			
General Obligation Debt Payable - Current			
General Obligation Debt Payable			
Accrued Landfill Closure and Postclosure Costs			
Compensated Absences Payable			
Total Liabilities	74,805,752	1,353,839	11,677,403
Equity and Other Credits			
Investment in General Fixed Assets			
Contributed Capital			
Retained Earnings			
Reserved			
Unreserved (Deficit)			
Fund Balances			
Reserved For Prepaid Items			
Reserved For Tax Deeded Property	173,544		
Reserved For Endowments			
Reserved For Encumbrances	3,255,509	174,245	2,863,234
Reserved For Inventory	44,949		
Reserved For Special Purposes			264,232
Unreserved			
Designated For Special Purposes		1,280,314	
Undesignated (Deficit)	1,177,417	(62,157)	(6,347,185)
Total Equity and Other Credits	4,651,419	1,392,402	(3,219,719)
TOTAL LIABILITIES, EQUITY AND OTHER CREDITS	$ 79,457,171	$ 2,746,241	$ 8,457,684

Proprietary Fund Type Enterprise Funds	Fiduciary Fund Types Trust and Agency	Account Group General Long-Term Debt	Total Primary Government (Memorandum Only)	Component Unit - Nashua Airport Authority	Total Reporting Entity (Memorandum Only)
$ 151,091	$ 202,270	$	$ 3,176,945	$ 272,055	$ 3,449,000
50,250			2,207,904		2,207,904
			534,154		534,154
			224,913	22,463	247,376
1,162,004	46,430		16,277,859		16,277,859
	222,655		222,655	1,733	224,388
64,406			64,406		64,406
			56,076,431		56,076,431
			325,833		325,833
3,375,000			14,000,000		14,000,000
	328,369		328,369		328,369
	7,559,212		7,559,212		7,559,212
599,050			599,050		599,050
7,858,150		36,442,800	44,300,950		44,300,950
8,437,850			8,437,850		8,437,850
311,979		7,331,648	7,643,627	16,474	7,660,101
22,009,780	8,358,936	43,774,448	161,980,158	312,725	162,292,883
				750,944	750,944
53,860,970			53,860,970		53,860,970
2,494,487			2,494,487		2,494,487
(4,816,868)			(4,816,868)		(4,816,868)
				2,188	2,188
			173,544		173,544
	7,306,678		7,306,678		7,306,678
			6,292,988		6,292,988
			44,949		44,949
	17,868,776		18,133,008		18,133,008
			1,280,314	6,229	1,286,543
			(5,231,925)	299,299	(4,932,626)
51,538,589	25,175,454		79,538,145	1,058,660	80,596,805
$ 73,548,369	$ 33,534,390	$ 43,774,448	$ 241,518,303	$ 1,371,385	$ 242,889,688

The notes to financial statements are an integral part of this statement.

EXHIBIT B
CITY OF NASHUA, NEW HAMPSHIRE
Combined Statement of Revenues, Expenditures and Changes in Fund Balances
All Governmental Fund Types and Similar Trust Funds
For the Fiscal Year Ended June 30, 1996

	Governmental Fund Types		
	General	Special Revenue	Capital Projects
Revenues			
Taxes	$ 103,199,216	$	$
Licenses and Permits	7,623,259		
Intergovernmental	6,435,361	6,344,029	
Charges for Services	3,464,148	2,121,654	
Miscellaneous	2,806,005	1,388,599	197,835
Other Financing Sources			
Operating Transfers In	379,327	384,320	
Total Revenues and Other Financing Sources	123,907,316	10,238,602	197,835
Expenditures			
Current			
General Government	20,012,597	91,783	
Public Safety	17,487,526	824,022	
Highways and Streets	6,982,800	1,129,678	
Water Distribution and Treatment	1,601,385		
Health	533,229	434,435	
Welfare	431,742		
Culture and Recreation	2,937,291	870,047	
Redevelopment and Housing	878,662		
School Department	52,246,940	5,418,541	
Debt Service	5,629,126		
Capital Outlay	552,130	780,615	3,739,320
Intergovernmental	7,966,396		
Other Financing Uses			
Operating Transfers Out	1,649,757	313,439	
Total Expenditures and Other Financing Uses	118,909,581	9,862,560	3,739,320
Excess (Deficiency) of Revenues and Other Financing Sources Over (Under) Expenditures and Other Financing Uses	4,997,735	376,042	(3,541,485)
Fund Balances - July 1	(346,316)	1,016,360	321,766
Fund Balances - June 30	$ 4,651,419	$ 1,392,402	$ (3,219,719)

Fiduciary Fund Type Expendable Trust	Total Primary Government (Memorandum Only)	Component Unit - Nashua Airport Authority	Total Reporting Entity (Memorandum Only)
$	$103,199,216	$	$ 103,199,216
	7,623,259		7,623,259
	12,779,390	618,080	13,397,470
	5,585,802	256,536	5,842,338
422,974	4,815,413	25,597	4,841,010
567,405	1,331,052		1,331,052
990,379	135,334,132	900,213	136,234,345
288,891	20,393,271	538,578	20,931,849
	18,311,548		18,311,548
	8,112,478		8,112,478
	1,601,385		1,601,385
	967,664		967,664
	431,742		431,742
	3,807,338		3,807,338
	878,662		878,662
	57,665,481		57,665,481
	5,629,126		5,629,126
	5,072,065	263,387	5,335,452
	7,966,396		7,966,396
379,327	2,342,523		2,342,523
668,218	133,179,679	801,965	133,981,644
322,161	2,154,453	98,248	2,252,701
4,420,796	5,412,606	209,468	5,622,074
$ 4,742,957	$ 7,567,059	$ 307,716	$ 7,874,775

The notes to financial statements are an integral part of this statement.

EXHIBIT C
CITY OF NASHUA, NEW HAMPSHIRE
Statement of Revenues, Expenditures and Changes in Fund Balance
Budget and Actual (Budgetary Basis)
General Fund
For the Fiscal Year Ended June 30, 1996

	Budget	Actual	Variance Favorable (Unfavorable)
Revenues			
Taxes	$ 99,749,583	$ 103,199,216	$ 3,449,633
Licenses and Permits	6,753,431	7,623,259	869,828
Intergovernmental	6,400,354	6,435,361	35,007
Charges for Services	3,765,942	3,464,148	(301,794)
Miscellaneous	2,742,724	2,806,005	63,281
Other Financing Sources			
Operating Transfers In		379,327	379,327
Total Revenues and Other Financing Sources	119,412,034	123,907,316	4,495,282
Expenditures			
Current			
General Government	20,241,352	20,079,572	161,780
Public Safety	17,780,246	17,670,431	109,815
Highways and Streets	6,791,453	6,714,511	76,942
Water Distribution and Treatment	1,670,000	1,601,385	68,615
Health	589,670	535,240	54,430
Welfare	523,761	517,121	6,640
Culture and Recreation	2,841,028	2,921,540	(80,512)
Redevelopment and Housing	967,275	926,626	40,649
School Department	53,289,133	53,008,447	280,686
Debt Service	5,737,559	5,714,126	23,433
Capital Outlay	864,404	1,237,559	(373,155)
Intergovernmental	7,966,396	7,966,396	
Other Financing Uses			
Operating Transfers Out	1,649,757	1,649,757	
Total Expenditures and Other Financing Uses	120,912,034	120,542,711	369,323
Excess (Deficiency) of Revenues and Other Financing Sources Over (Under) Expenditures and Other Financing Uses	$ (1,500,000)	3,364,605	$ 4,864,605
Increase in Reserved Fund Balance		3,315	
Unreserved Fund Balance (Deficit) - July 1		(2,190,503)	
Unreserved Fund Balance - June 30		$ 1,177,417	

The notes to financial statements are an integral part of this statement.

EXHIBIT D
CITY OF NASHUA, NEW HAMPSHIRE
Combined Statement of Revenues, Expenses
and Changes in Retained Earnings/Fund Balances
All Proprietary Fund Types and Similar Trust Funds
For the Fiscal Year Ended June 30, 1996

	Proprietary Fund Type	Fiduciary Fund Types		Total (Memorandum Only)
	Enterprise Funds	Nonexpendable Trusts	Pension Trust	
Operating Revenues				
Charges for Sales and Services	$ 9,537,421	$	$	$ 9,537,421
Miscellaneous		17,060		17,060
New Funds		535,126	1,035,943	1,571,069
Interest and Dividends		497,761	737,827	1,235,588
Capital Gains (Losses)		354,875	56,104	410,979
Total Operating Revenues	9,537,421	1,404,822	1,829,874	12,772,117
Operating Expenses				
Cost of Sales and Services				
Solid Waste Disposal	733,527			733,527
Solid Waste Collection	753,341			753,341
Solid Waste Recycling	107,421			107,421
Recycling Operations	338,165			338,165
Fixed Charges	634,335			634,335
Miscellaneous	183,453			183,453
Wastewater Treatment Operations	3,630,288			3,630,288
Depreciation	984,225			984,225
Landfill Closure Costs	587,790			587,790
Administration			92,149	92,149
Trust Income Distributions		407,219		407,219
Benefit Payments			520,448	520,448
Total Operating Expenses	7,952,545	407,219	612,597	8,972,361
Operating Income	1,584,876	997,603	1,217,277	3,799,756
Nonoperating Revenues (Expenses)				
Interest Revenue	362,981			362,981
Interest Expense	(569,936)			(569,936)
Intergovernmental	310,288			310,288
Total Nonoperating Revenues (Expenses)	103,333			103,333

EXHIBIT D (Continued)
CITY OF NASHUA, NEW HAMPSHIRE
Combined Statement of Revenues, Expenses
and Changes in Retained Earnings/Fund Balances
All Proprietary Fund Types and Similar Trust Funds
For the Fiscal Year Ended June 30, 1996

	Proprietary Fund Type	Fiduciary Fund Types		Total (Memorandum Only)
	Enterprise Funds	Nonexpendable Trusts	Pension Trust	
Income Before Operating Transfers	1,688,209	997,603	1,217,277	3,903,089
Operating Transfers In	428,285			428,285
Net Income	2,116,494	997,603	1,217,277	4,331,374
Retained Earnings/Fund Balances (Deficit) - July 1	(4,438,875)	6,908,025	11,309,592	13,778,742
Retained Earnings/Fund Balances (Deficit) - June 30	$ (2,322,381)	$ 7,905,628	$ 12,526,869	$ 18,110,116

The notes to financial statements are an integral part of this statement.

EXHIBIT E
CITY OF NASHUA, NEW HAMPSHIRE
Combined Statement of Cash Flows
All Proprietary Fund Types and Similar Trust Funds
For the Fiscal Year Ended June 30, 1996

	Proprietary Fund Type	Fiduciary Fund Types		Total
	Enterprise Funds	Nonexpendable Trusts	Pension Trust	(Memorandum Only)
Cash Flows From Operating Activities				
Cash Received From Customers and Users	$ 9,587,526	$	$ 1,035,943	$ 10,623,469
Cash Payments to Suppliers and Employees	(5,865,032)			(5,865,032)
Cash Payments for Benefits and Other			(612,597)	(612,597)
Other Operating Revenues		17,060		17,060
Interest and Dividends Received		497,761	737,827	1,235,588
New Funds Received		510,526		510,526
Trust Income Distributions		(247,209)		(247,209)
Operating Transfers Out - To Other Funds		(160,010)		(160,010)
Net Cash Provided by Operating Activities	3,722,494	618,128	1,161,173	5,501,795
Cash Flows From Capital and Related Financing Activities				
Proceeds from Issuance of Short-Term Debt	3,375,000			3,375,000
Principal Payments - Bonds	(603,050)			(603,050)
State Bond Interest Aid	310,288			310,288
Capital Contributions and Advances	608,511			608,511
Acquisition and Construction of Capital Assets	(398,069)			(398,069)
Interest Paid	(569,936)			(569,936)
Proceeds from Sales of Fixed Assets	72,211			72,211
Operating Transfers	428,285			428,285
Net Cash Provided for Capital and Related Financing Activities	3,223,240			3,223,240
Cash Flows From Investing Activities				
Purchase of Investment Securities		(536,524)	(1,111,644)	(1,648,168)
Proceeds From Sales and Maturities of Investment Activities	600,000			600,000
Interest Income	362,981			362,981
Net Cash Provided (Used) in Investing Activities	962,981	(536,524)	(1,111,644)	(685,187)

EXHIBIT E (Continued)
CITY OF NASHUA, NEW HAMPSHIRE
Combined Statement of Cash Flows
All Proprietary Fund Types and Similar Trust Funds
For the Fiscal Year Ended June 30, 1996

	Proprietary Fund Type	Fiduciary Fund Types		Total (Memorandum Only)
	Enterprise Funds	Nonexpendable Trusts	Pension Trust	
Net Increase in Cash	7,908,715	81,604	49,529	8,039,848
Cash (Deficit) - July 1	4,553,519	306,825	(58,287)	4,802,057
Cash (Deficit) - June 30	$ 12,462,234	$ 388,429	$ (8,758)	$ 12,841,905
Reconciliation of Net Income to Net Cash Provided (Used) by Operating Activities				
Operating Income	1,584,876	997,603	1,217,277	3,799,756
Adjustments to Reconcile Net Income to Net Cash Provided (Used) by Operating Activities				
Gain on Sales of Investments		(354,875)	(56,104)	(410,979)
Depreciation Expense	984,225			984,225
(Increase) Decrease in Receivables				
Accounts	(52,691)			(52,691)
Liens	(9,590)			(9,590)
(Increase) Decrease in Due From Other Governments	(67,869)			(67,869)
(Increase) Decrease in Due From Other Funds	180,255	(24,600)		155,655
(Increase) Decrease in Prepaid Items	20			20
Increase (Decrease) in Accounts Payable	(104,839)			(104,839)
Increase (Decrease) in Accrued Payroll and Benefits	(56,140)			(56,140)
Increase (Decrease) in Retainage Payable	(4,995)			(4,995)
Increase (Decrease) in Due to Other Funds	981,749			981,749
Increase (Decrease) in Accrued Landfill Closure and Postclosure Care Costs	208,790			208,790
Increase (Decrease) in Other Current Liabilities	5,253			5,253
Increase (Decrease) in Compensated Absences Payable	73,450			73,450
Total Adjustments	2,137,618	(379,475)	(56,104)	1,702,039
Net Cash Provided (Used) by Operating Activities	$ 3,722,494	$ 618,128	$ 1,161,173	$ 5,501,795

The notes to financial statements are an integral part of this statement.

CITY OF NASHUA, NEW HAMPSHIRE

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1996

NOTE I - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

A. Financial Reporting Entity

The City of Nashua, New Hampshire, incorporated in 1853, is a municipal corporation governed by an elected Board of Aldermen and Mayor. As required by generally accepted accounting principles, these financial statements are for the City of Nashua, and its component unit. Component units are organizations for which the primary government is financially accountable or for which the nature and significance of their relationship with the primary government are such that exclusion would cause the reporting entity's financial statements to be misleading or incomplete.

The Nashua Airport Authority is the component unit of the City. The component unit is included in the City's reporting entity because of the significance of its operational and financial relationships with the City. It is discretely presented in a separate column in the combined financial statements to emphasize that it is legally separate from the City. The component unit operates on the same fiscal year as the City and is reported in the financial statements as of and for the year ended June 30, 1996.

The Nashua Airport Authority was incorporated by legislative act on August 27, 1961, and meets the criteria for being a component unit of the City because the City is responsible for selecting its Board of Directors, the Airport Authority's employees are included in the City's retirement system, the City issues debt on behalf of the Airport Authority, and the City is responsible for the budgetary appropriations of the Airport Authority. All debt of the Airport Authority is backed by the full faith and credit of the City. Complete financial statements for the Nashua Airport Authority can be obtained directly from the Board of Directors of the same.

The Nashua Housing Authority is not included in these financial statements because City officials have concluded that it is not part of the reporting entity after careful consideration of the criteria for component units. These criteria include whether the City is financially accountable for the entity, and whether the exclusion of the entity would render the City's financial statements misleading or incomplete.

B. Basis of Presentation - Fund Accounting

The accounts of the City of Nashua are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures/expenses, as appropriate. Governmental resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. The various funds are grouped by type in the financial statements. The following fund types and account groups are used by the City of Nashua:

CITY OF NASHUA, NEW HAMPSHIRE

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1996

Governmental Fund Types

Governmental Funds are those through which most governmental functions of the City of Nashua are financed. The acquisition, use and balances of the City of Nashua's expendable financial resources, and the related liabilities (except those accounted for in proprietary funds) are accounted for through governmental funds. The following are the City of Nashua's Governmental Fund Types:

General Fund - The General Fund is the general operating fund of the City of Nashua. All general tax revenues and other receipts that are not allocated by law or contractual agreement to another fund are accounted for in this fund. From the fund are paid the general operating expenditures, the fixed charges, and the capital improvement costs that are not paid through other funds.

Special Revenue Funds - Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than expendable trust or major capital projects) requiring separate accounting because of legal or regulatory provisions or administrative action. The following funds are included in this fund type:

School Food Service
School Department Federal Grants
Other School Department
City Grants
Other City
Educational Facilities Impact Fee

Capital Projects Funds - Transactions related to resources obtained and used for the acquisition, construction, or improvement of capital facilities not included in Enterprise Funds are accounted for in Capital Projects Funds. Such resources are derived principally from proceeds of long-term notes or bonds and from Federal and State grants.

Proprietary Fund Types

Proprietary Funds - These funds account for operations that are organized to be self-supporting through user charges. The funds included in this category are the Enterprise Funds. These funds are established to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent is that costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The Solid Waste Disposal and Wastewater Treatment Funds are included in this fund type.

Fiduciary Fund Types

Fiduciary Funds - These funds account for assets held by the City of Nashua as a trustee or agent for individuals.

CITY OF NASHUA, NEW HAMPSHIRE
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1996

The following funds are included in this fund type:

Public Works Pension Trust Fund - The Board of Public Works Pension Fund is used to account for the assets of the retirement plan available for payment of retirement benefits and administrative expenses of the plan.

Nonexpendable Trust Funds - Nonexpendable Trust Funds are those funds for which the principal may not be expended and are accounted for essentially in the same manner as proprietary fund types.

Expendable Trust Funds - Expendable Trust Funds are those for which both principal and earnings may be expended. The Capital Reserve and Self-Insurance Funds are included in this category and are accounted for in the same manner as governmental funds.

Agency Funds - Agency Funds are used to account for funds held as an agent for individuals. These funds include the Board of Public Works Escrow Accounts, the Deferred Compensation Plan Fund, and the Student Activity Funds.

Account Groups

Account groups are not "funds." They are concerned only with the measurement of financial position. They are not involved with measurement of results of operations. The City of Nashua uses the following account groups:

General Fixed Assets Account Group - General fixed assets have been acquired for general governmental purposes and have been recorded as expenditures in the fund making the expenditure. These expenditures are required to be capitalized at historical cost in a General Fixed Asset Group of Accounts for accountability purposes. In accordance with the practices followed by most other municipal entities in the State, the City of Nashua does not maintain such a record of its general fixed assets and, accordingly, a statement of general fixed assets, required by generally accepted accounting principles, is not included in this financial report.

General Long-Term Debt Account Group - This account group is established to account for all long-term debt of the City of Nashua except that which is accounted for in the proprietary funds.

Component Unit

The component unit's primary functions are accounted for as governmental fund types; therefore the modified accrual basis of accounting is used. Under this method, revenues are recorded when susceptible to accrual and expenditures are recorded when the liability is incurred, if measurable.

CITY OF NASHUA, NEW HAMPSHIRE

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1996

C. Measurement Focus/Basis of Accounting

Governmental Funds, Expendable Trust Funds, and Agency Funds use the modified accrual basis of accounting. Under this method, revenues are recognized in the accounting period in which they become both available and measurable (flow of current financial resources measurement focus). Licenses and permits, fines and forfeits, and miscellaneous revenues are recorded as revenues when received in cash. General taxes, intergovernmental revenues, charges for services, and investment earnings are recorded when earned (when they are measurable and available). Expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except expenditures for debt service, prepaid expenses, and other long-term obligations, which are recognized when due.

All Proprietary Funds, Nonexpendable Trust Funds, and Pension Trust Funds are accounted for using the accrual basis of accounting. Their revenues are recognized when they are earned, and their expenses are recognized when they are incurred (flow of economic resources measurement focus).

D. Budgetary Accounting

General Budget Policies

General governmental revenues and expenditures accounted for in budgetary funds are controlled by a formal integrated budgetary accounting system in accordance with various legal requirements which govern the City's operations. The Board of Aldermen adopts an annual operating budget, which can be amended by the Board throughout the year for the General Fund and Enterprise Funds. Project-length financial plans are adopted for all Capital Projects Funds. The budget as presented represents adjusted departmental appropriations as voted by the Board of Aldermen. The Board may make supplemental appropriations from fund balance or transfer funds between departments by issuing resolutions.

The Financial Services Department may transfer appropriations between operating categories within departmental budgets at the request of department heads, but expenditures may not legally exceed budgeted appropriations in total. All annual appropriations lapse at year-end unless encumbered.

State statutes require balanced budgets, but provide for the use of beginning unreserved fund balance to achieve that end. In the fiscal year 1995-96, $1,500,000 of the beginning General Fund fund balance was applied for this purpose.

Budget Control Charter Amendment

An amendment to the City's charter limits increases in departmental budgets to a factor equal to the average of the changes in the Consumer Price Index of the three preceding calendar years. Specified categories of expenditures are exempt from the limitations upon approval of the Board of Aldermen.

Encumbrances

Encumbrance accounting, under which purchase orders, contracts, and continuing appropriations (certain projects and specific items not fully expended at year end) are recognized, is employed in the governmental funds. Encumbrances are not the equivalent of expenditures and are therefore reported as a reservation of the fund balance at June 30 and are carried forward to supplement appropriations of the subsequent year.

Amounts recorded as budgetary expenditures in the Statement of Revenues, Expenditures and Changes in Fund Balance - Budget and Actual - General Fund (Exhibit C) are presented on the basis budgeted by the City of Nashua. The amounts differ from those reported in conformity with generally accepted accounting principles in the Combined Statement of Revenues, Expenditures and Changes in Fund Balances for All Governmental and Similar Trust Funds (Exhibit B) as follows:

Expenditures and Other Financing Uses	
Per Exhibit C	$ 120,542,711
Adjustments	
Encumbrances - June 30, 1995	1,622,379
Encumbrances - June 30, 1996	(3,255,509)
Per Exhibit B	$ 118,909,581

E. Assets, Liabilities and Fund Equity

Cash and Investments

The City Treasurer is required by State statute to have custody of all monies belonging to the City. The City Treasurer shall deposit all such monies in solvent banks in the state or in participation units in the public deposit investment pool established pursuant to RSA 383:22. Funds may be deposited in banks outside the state if such banks pledge and deliver to the state treasurer as collateral security for such deposits in value at least equal to the amount of the deposit in each case.

The City pools cash resources of its governmental and proprietary fund types to facilitate the management of cash. Cash applicable to a particular fund is reflected through interfund balances. Cash in excess of current operating requirements is invested in various interest-bearing securities and is disclosed as part of the City's investments.

For financial reporting purposes, cash and equivalents include amounts in demand deposits, money market funds, certificates of deposit, and short-term investments with original maturities of 90 days or less.

CITY OF NASHUA, NEW HAMPSHIRE
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The City is authorized by State statute to invest Trust Funds, except Capital Reserve Funds, in obligations of political subdivisions and stocks and bonds that are legal for investment by New Hampshire savings banks. Capital Reserve Funds must be kept in separate accounts and not intermingled with other funds. Capital Reserve Funds shall be invested only by deposit in a savings bank or in the savings department of a national bank or trust company, or in the share of a cooperative bank, building and loan association, or federal savings and loan association, in this state, or in bonds, notes or other obligations of the United States government, or in bonds or notes of this state, or in participation units in the public deposit investment pool established pursuant to RSA 383:22.

Investments are stated at cost or, in the case of donated investments, at the market value of the date of bequest or receipt.

Receivables

All receivables are reported at their gross value and, where appropriate, are reduced by the estimated portion that is expected to be uncollectible. Estimated unbilled revenues from the Wastewater Treatment Enterprise Fund are recognized at the end of each fiscal year on a pro-rata basis. The estimated amount is based on billings during the months following the close of the fiscal year.

Due to and Due from Other Funds

Interfund receivables and payables arise from interfund transactions and are recorded by all funds affected in the period in which transactions are executed.

Inventories

Inventories for all governmental funds are valued at cost (first-in, first-out). The consumption method is used to account for inventories. Under the consumption method, inventories are recorded as expenditures when used.

Prepaid Items

Certain payments to vendors reflect costs applicable to future accounting periods and are recorded as prepaid items.

Other Assets

Other assets held are recorded and accounted for at cost.

CITY OF NASHUA, NEW HAMPSHIRE

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JUNE 30, 1996

Proprietary Fund Types - Property, Plant and Equipment

Property, plant and equipment in the Wastewater Treatment Fund and Solid Waste Disposal Fund are valued at cost. Assets constructed by the City are based on estimated costs by the City's engineering department, including estimated costs for materials and labor. Assets contributed by independent contractors/developers are based on cost figures supplied by the contractor to the City. The cost of sewer lines constructed before 1970 are not reflected in the financial statements of the Wastewater Treatment Fund. The estimated book value of these lines at the inception of the Sewer Fund is not material to the financial statements of the Wastewater Treatment Fund.

Depreciation of exhaustible fixed assets used by proprietary funds is charged as an expense against operations, and accumulated depreciation is reported on the proprietary funds' balance sheets.

Depreciation is being provided for over the estimated useful lives of the assets using the straight-line method. The estimated useful lives are as follows:

	Years
Buildings and Improvements	40
Lines and Interceptors	50
Machinery and Equipment	7 - 40

Deferred Revenue

The government reports deferred revenue on its combined balance sheet. Deferred revenue arises when a potential revenue does not meet both the "measurable" and "available" criteria for recognition in the current period. Deferred revenue also arises when resources are received by the government before it has a legal claim to them, as when grant monies are received prior to the incurrence of qualifying expenditures. In subsequent periods, when both revenue recognition criteria are met, or when the government has a legal claim to the resources, the liability for deferred revenue is removed from the combined balance sheet and revenue is recognized.

Long-Term Liabilities

General Obligation Debt - General obligation bonds, notes, capital leases, and other forms of long-term debt supported by general revenues are obligations of the City as a whole. Accordingly, such unmatured obligations of the City are accounted for in the General Long-Term Debt Group of Accounts, with the exception of bonds and notes which are being financed by the Enterprise Funds and are reported as liabilities in the particular fund.

CITY OF NASHUA, NEW HAMPSHIRE

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1996

Compensated Absences - Employees may accumulate a limited amount of earned but unused vested benefits, which will be paid to employees upon separation from the City's service. In Governmental Fund Types and Fiduciary Fund Types, the cost of vested benefits paid or expected to be liquidated with expendable available financial resources are reported as an expenditure and fund liability of the fund. Amounts of vested or accumulated leave benefits that are not expected to be liquidated with expendable available financial resources are reported in the general long-term debt account group. No expenditure is reported for these amounts. In accordance with the provisions of Statement of Financial Accounting Standards No. 43, *Accounting for Compensated Absences*, no liability is recorded for nonvesting accumulating rights to receive benefits.

Fund Equity

The unreserved fund balances for governmental funds represent the amount available for budgeting future operations. The reserved fund balances for governmental funds represent the amount that has been legally identified for specific purposes. Unreserved retained earnings for proprietary funds represent the net assets available for future operations or distribution. The entire fund balances of fiduciary funds are reserved due to the legal restriction on their expenditure.

The portion of fund balance which has been legally segregated for a specific future use, or which indicates that a portion is not appropriable for expenditures, is shown as reserved. The following reserves were used by the City during the year:

Reserved for Tax-Deeded Property - accounts for property taken by tax deed to be resold and is recorded at the value of taxes and costs due the City.

Reserved for Endowments - represents the principal balance of Nonexpendable Trust Funds which must be held for investment purposes only.

Reserved for Encumbrances - is used to account for open purchase orders, contracts and other commitments at year end for which goods and services have not been received.

Reserved for Inventory - represents inventory which is a component of net current assets.

Reserved for Special Purposes - is used to account for the unencumbered balance of restricted funds. These include the uncommitted balances of bond proceeds, grant revenues, the City's Expendable Trust Funds, and the income portion of the City's Nonexpendable Trust Funds.

F. Property Tax Revenue

The City's property taxes were levied on the assessed valuation listed as of the prior April 1 for all real property located within City boundaries. The net assessed valuation as of April 1, 1995, upon which the 1995-96 property tax levy was based, was $3,555,575,845.

CITY OF NASHUA, NEW HAMPSHIRE
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Taxes are due in two installments on June 1 and December 1, with interest assessed thereafter on the unpaid balance. Taxes not paid by December 1 accrue interest at 12% per annum. As prescribed by state law, the Tax Collector shall place a priority lien on properties for which taxes remain unpaid in the following year after taxes are due. The City, in addition to its priority tax lien, accrues interest at 18% per annum on outstanding balances due. If the property taxes and accrued interest are not paid within a two-year period, the property is deeded to the City.

Semi-annual property tax billings for the June, 1996 levy recorded prior to June 30, 1996 that relate to fiscal 1997 have been recorded as deferred tax revenues (See Note 4A).

As provided by New Hampshire Statutes, the City in its annual tax commitment, raises an amount (commonly referred to as overlay) to provide for property tax abatements. The actual abatements and refunds incurred during the year are reflected as reductions of the current year property tax revenue in Exhibits B and C.

For the year ended June 30, 1996, $5,643,883 was provided for abatements and refunds. Actual abatements and refunds for the year ended June 30, 1996 were $3,106,132.

G. Federal Grant Revenue

The City, through various federal grants, has extended loans for the development or rehabilitation of residential properties within the City. As the repayment of these loans is contingent on numerous factors outside the control of the City, such as financial viability of the projects, these loans are not reflected as loans receivable in these financial statements. It is the City's policy to recognize the grant revenues when the loans are repaid.

H. Other Revenues and Expenditures/Expenses

Revenues for governmental funds are recorded when they are determined to be both measurable and available. Generally, fees and nontax revenues are recognized when received. Grants, other than those described in "G" above, from other governments, are recognized when qualifying expenditures are incurred. Expenditures for governmental funds are recorded when the related liability is incurred.

Revenues and expenses of proprietary funds are recognized in essentially the same manner as used in commercial accounting.

CITY OF NASHUA, NEW HAMPSHIRE

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1996

I. Total Columns

The Combined Financial Statements include total columns that are described as memoranda only. Data in these columns do not present financial position, results of operations, or cash flows in conformity with generally accepted accounting principles. Interfund transactions have not been eliminated from the total column of each financial statement.

J. Postemployment Healthcare Benefits

The City does not provide postemployment healthcare benefits except those mandated by the Consolidated Omnibus Budget Reconciliation Act (COBRA). The requirements established by COBRA are fully funded by employees who elect coverage under the Act, and no direct costs are incurred by the City.

NOTE 2 - STEWARDSHIP, COMPLIANCE, AND ACCOUNTABILITY

Capital Projects Funds

The following deficits exist at June 30, 1996, in the Capital Projects Funds:

Project	Deficit	Method of Financing
New Searles School	$107,280	Interfund Transfer
Fairgrounds Junior High	$5,953,161	Long-Term Debt
Dr. Crisp School Additions and Renovations	$137,726	Long-Term Debt
Bicentennial School Additions and Renovations	$128,805	Long-Term Debt
Southwest Quadrant Elementary School	$20,213	Long-Term Debt

Generally, the deficits arise because of the application of generally accepted accounting principles to the financial reporting for this fund. Bonds or notes authorized to finance the projects are not recognized on the financial statements until issued.

Enterprise Fund - Solid Waste Disposal Fund

There is a deficit of $7,729,855 in the Solid Waste Disposal Fund at June 30, 1996. This deficit arises because of the application of *Government Accounting Standards Board* Statement No. 18, "Accounting for Municipal Solid Waste Landfill Closure and Postclosure Care Costs," which requires the accrual of closure and postclosure care costs over the life of the landfill. Total accrual for this purpose at June 30, 1996, is $8,437,850.

CITY OF NASHUA, NEW HAMPSHIRE

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1996

NOTE 3 - ASSETS

A. Cash and Equivalents

The City's investment policy for Governmental Fund Types requires that deposits and investments be made in New Hampshire-based institutions that are insured by the Federal Deposit Insurance Corporation or other agencies of the federal government. The City limits its investments to U.S. Government obligations, mutual funds consisting of U.S. Government obligations, repurchase agreements and certificates of deposit in accordance with New Hampshire state law (RSA 41:29). Certificates of deposit with a term of less than 90 days are reported as cash equivalents in these financial statements. Investments for Nonexpendable and Pension Trust Funds are at the discretion of the various boards of trustees.

The City of Nashua maintains a common bank account in which the cash balances of most funds are maintained. The common bank account is used for receipts and disbursements relating to all these funds. All time deposits are the property of the General Fund.

At year end, the City of Nashua's cash deposits categorized according to risk assumed were as follows:

Category 1 Includes deposits that are insured (Federal Depository Insurance).

Category 2 Includes deposits that are uninsured, but are collateralized by securities held by the pledging financial institution, its trust department or agent in the City of Nashua's name.

Category 3 Includes deposits that are uninsured and uncollateralized.

	Category			Total	
	1	2	3	Bank Balance	Carrying Value
Cash					
Bank Deposits	$ 834,248	$ 1,899,596	$ 732,521	$ 3,466,365	$ 3,275,778
Cash Equivalents					
Repurchase Agreements				68,809,802	66,717,949
Total Cash and Cash Equivalents				$72,276,167	$69,993,727

Repurchase Agreements

Included in the City of Nashua's cash equivalents at June 30, 1996, were short-term investments in repurchase agreements issued by a local banking institution. Under these agreements, the City of Nashua will be repaid principal plus interest on a specified date which is subsequent to year end. The agreement is guaranteed/collateralized with securities held by the banking institution which exceed the amount of the agreement. At June 30, 1996, the City of Nashua held investments in repurchase agreements as follows:

CITY OF NASHUA, NEW HAMPSHIRE

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1996

Amount	Interest Rate	Maturity Date	Underlying Securities	Market Value
$62,080,208	5.3438%	July 1, 1996	FHLMC/USTN	$62,080,997
$ 6,729,594	5.3750%	July 2, 1996	USTN	$ 6,741,438

Cash and Equivalents - Statement of Cash Flows

Cash and equivalents reported in Exhibit E, Combined Statement of Cash Flows, consist of the following components:

Demand Deposit and Savings Accounts		
Enterprise Fund - Wastewater Treatment	$ 8,631,246	
Nonexpendable Trusts	388,429	
Total Demand Deposit and Savings Accounts		$ 9,019,675
Interfund Receivable (Payable)		
Representing Equity in Pooled Cash		
Enterprise Fund - Solid Waste Disposal	$ 3,830,988	
Pension Trust	(8,758)	
Total Interfund Receivable (Payable) Representing Equity in Pooled Cash		3,822,230
Total Cash and Equivalents, Exhibit E		$12,841,905

B. Investments

Investments made by the City of Nashua are summarized below. The investments that are represented by specific identifiable investment securities are classified as to credit risk into three categories as follows:

Category 1 Includes investments that are insured or registered, for which the securities are held by the City of Nashua or its agent in the City of Nashua's name.

Category 2 Includes uninsured and unregistered investments, for which the securities are held by the City of Nashua, broker, counter party's trust department or agent in the City of Nashua's name.

Category 3 Includes uninsured and unregistered investments, for which the securities are held by the broker, counter party, counter party's trust department, or agent, but not in the City of Nashua's name.

CITY OF NASHUA, NEW HAMPSHIRE

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1996

	Category			Carrying	Market
	1	2	3	Amount	Value
Certificates of Deposit	$12,400	$	$	$ 12,400	$ 12,400
US Government Obligations		15,797,693		15,797,693	15,728,071
Corporate Bonds		3,955,816		3,955,816	3,971,733
Common Stocks		5,727,643		5,727,643	8,282,534
	$12,400	$25,481,152	$ -0-	$25,493,552	$27,994,738
Mutual Funds				$ 5,002,885	$ 5,326,022
Other				7,333	7,333
				$ 5,010,217	$ 5,333,355
Total Investments				$30,503,769	$33,328,093

C. Taxes Receivables

During the current fiscal year, the Tax Collector on March 26 placed a lien for all uncollected 1995 property taxes.

Taxes receivable at June 30, 1996, are as follows:

Property Taxes	
Levy of 1996	$ 3,149,984
Levy of 1995	3,797
Unredeemed Taxes (under tax lien)	
Levy of 1995	3,289,788
Levy of 1994	2,582,254
Levy of 1993	267,653
Levy of 1992 and Prior Years	513,366
Yield Taxes	5,282
Less: Reserve for estimated uncollectible taxes	(2,629,013)
Total Taxes Receivable	$ 7,183,111

D. Other Receivables

Receivables as of June 30, 1996, exclusive of taxes are as follows:

CITY OF NASHUA, NEW HAMPSHIRE

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1996

	General	Special Revenue	Enterprise	Trust and Agency	Total
Receivables					
Liens (Voluntary & Other)	$ 13,372	$	$ 106,796	$	$ 120,168
Accounts	3,036,654	316,195	2,094,641	110,283	5,557,773
Intergovernmental		1,422,616	67,869		1,490,485
Due from Investment Services				7,559,212	7,559,212
Allowance for Uncollectible Amounts	(13,372)		(158,000)		(171,372)
Net Total Receivables	$ 3,036,654	$ 1,738,811	$ 2,111,306	$ 7,669,495	$ 14,556,266

E. Interfund Receivables/Payables

Individual fund interfund receivable and payable balances at June 30, 1996 are as follows:

Fund	Interfund Receivable	Interfund Payable
General Fund	$	$ 13,717,627
Special Revenue Funds		
School Food Service	102,871	
Other School Department	408,864	
School Federal Grants		720,053
City Grants	150,913	195,264
Other City	319,991	180,183
Capital Projects Funds		
Watson Street Pump Reconstruction	81,500	
Main Dunstable/Birch Hill Roads	7,015	
Elm Street Junior High	8,504	
Daniel Webster Highway South	26,740	
Amherst Street Traffic Mitigation	19,576	
New Searles School		107,280
Shady Lane Landfill	41,495	
School Lighting Project	46,117	
Fairgrounds Junior High School	4,263,028	
Dr. Crisp School Additions and Renovations	3,862,274	
Bicentennial School Additions and Renovations		128,805
Southwest Quadrant Elementary School		20,213
Pennichuck Ballfield	75,000	
Canal Street/Sanders Project	24,201	
Tinker and Thornton Roads Bridges	2,234	
Enterprise Funds		
Solid Waste Disposal	3,830,988	
Wastewater Treatment		1,162,004
Trust Funds		
Self-Insurance	2,679,548	
Capital Reserve	300,000	37,672
Public Works Pension		8,758
Cemetery	27,000	
Totals	$ 16,277,859	$ 16,277,859

CITY OF NASHUA, NEW HAMPSHIRE
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1996

F. Enterprise Fund - Fixed Assets

Following is a summary of the property, plant, and equipment of the Wastewater Treatment and Solid Waste Disposal Enterprise Funds at June 30, 1996:

	Wastewater Treatment	Solid Waste Disposal	Total
Sewerage Treatment Plant	$29,043,991	$	$29,043,991
Machinery and Equipment	18,128,796	121,363	18,250,159
Sewer Lines and Interceptors	38,221,316		38,221,316
Construction in Progress	867,904	712,998	1,580,902
	$86,262,007	$ 834,361	$87,096,368
Less: Accumulated Depreciation	(28,063,016)	(61,874)	(28,124,890)
Net Property, Plant and Equipment	$58,198,991	$ 772,487	$58,971,478

NOTE 4 - LIABILITIES

A. Deferred Revenue

General Fund

Deferred revenue at June 30, 1996, consists of property taxes and other revenue collected or levied in advance of the fiscal year to which they apply, and property taxes not collected within 60 days of year end as follows:

1996 Property Taxes Levied in Fiscal Year 1996	$52,522,298
Current and prior-year uncollected and unredeemed taxes due previously but not collected within 60 days after current year end	3,554,133
Total Deferred Tax Revenue	$56,076,431
Other Deferred Revenue	$ 325,833

CITY OF NASHUA, NEW HAMPSHIRE
NOTES TO FINANCIAL STATEMENTS
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B. Defined Benefit Pension Plan

Plan Description and Provisions

The New Hampshire Retirement System (System) is the administrator of a cost-sharing multiple-employer contributory pension plan and trust established in 1967 by RSA 100-A:2 and is qualified as a tax-exempt organization under Sections 401 (a) and 501 (a) of the Internal Revenue Code. The plan is a contributory, defined benefit plan providing service, disability, death and vested retirement benefits to members and their beneficiaries. Substantially all full-time state employees, public school teachers and administrators, permanent firefighters and permanent police officers within the State of New Hampshire are eligible and required to participate in the System. Full-time employees of political subdivisions, including counties, municipalities and school districts, are also eligible to participate as a group if the governing body of the political subdivision has elected participation. The City of Nashua participates in the System and the payroll for employees covered by the System for the year ended June 30, 1996, was $63,487,639; the City of Nashua's total payroll was $68,075,294.

All full-time employees are eligible to participate in the System. The System is divided into two employee groups; **Group I** - teachers and all other employees except firefighters and police officers, and **Group II** - firefighters and police officers.

Group I - Members at age 60 qualify for a normal service retirement allowance based on years of creditable service and average final salary for the highest three years. The yearly pension amount is 1/60 or 1.667% of average final compensation (AFC), multiplied by years of creditable service. AFC is defined as the average of the three highest salary years, and for benefit calculation purposes only, the final year's salary can not exceed by more than 150% the higher of the previous year's salary or the salary for the highest year used in the calculation of AFC (not including the final year's salary). At age 65, the yearly pension amount is recalculated at 1/66 or 1.515% of AFC multiplied by years of creditable service. Members in service with 10 or more years creditable service who are between age 50 and 60 or members in service with at least 20 or more years of service, whose age plus service is equal to or greater than 70 are entitled to a retirement allowance with appropriate graduated reduction based on years of creditable service.

Group II - Members who are age 60, or members who are at least age 45 with at least 20 years creditable service can receive a retirement allowance at a rate of 2.5% of AFC for each year of creditable service, not to exceed 40 years.

Members of both groups may qualify for vested deferred allowances, disability allowances, and death benefit allowances subject to meeting various eligibility requirements; benefits are based on AFC or earnable compensation and/or service.

CITY OF NASHUA, NEW HAMPSHIRE

NOTES TO FINANCIAL STATEMENTS

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The State of New Hampshire funds 35% of employer costs for teachers, firefighters and police officers employed by the City of Nashua. The State does not participate in funding the employer cost of other City of Nashua employees.

Description of Funding Policy

The System is financed by contributions from both the employees and the City of Nashua. By State statute, Group I employees are required to contribute 5% of earnable compensation. Group II employees are required to contribute 9.3% of gross earnings. The City of Nashua contributed 2.73% for police officers, 5.12% for firefighters and 3.39% for other employees, during the year ended June 30, 1996. The contribution requirement was as follows:

City of Nashua's Portion	$ 1,816,550
Employees' Portion	3,775,171
Total	$ 5,591,721

The amount shown as "pension benefit obligation" is based on a standardized measurement which reflects the present value of pension benefits, adjusted for the effects of projected salary increases and step-rate benefits, estimated to be payable in the future as a result of employee service to date. The measure, which is the actuarial present value of credited projected benefits, is intended to help users assess the System's funding status on a going-concern basis, assess progress made in accumulating sufficient assets to pay benefits when due, and make comparisons among PERS and employers. The System does not make separate measurements of assets and pension benefit obligations for individual employers. The pension benefit obligation at June 30, 1995, for the System as a whole, determined through an actuarial valuation performed as of June 30, 1995, was $2.225 billion. The System's net assets available for benefits on June 30, 1995, (valued at market) were $2.318 billion. The System holds none of the City of Nashua's securities.

Trend Information

Historical trend information showing the System's progress in accumulating sufficient assets to pay benefits when due is available for two-year periods from 1983-1995 and is presented in the System's June 30, 1995 annual financial report (the latest year available).

The Nashua Airport Authority's participation in the System is detailed in the separate audited report of the Authority dated September 25, 1996.

Board of Public Works Employees' Retirement System

The Board of Public Works Employees' Retirement System is a defined contribution plan with the City matching employee contributions to the plan. The plan was adopted by an ordinance on July 15, 1947 by the City's Board of Aldermen. Participation in the plan is compulsory for all employees hired by the Public Works Department.

CITY OF NASHUA, NEW HAMPSHIRE
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The plan provides retirement, disability, and death benefits. Employees are eligible for normal retirement after reaching age sixty, provided they have accumulated twenty-five years of continuous service. Benefits are vested after 10 years of service.

Covered wages paid under this plan for the year ended June 30, 1996 were $5,555,778; the City's total wages were $68,075,294. Employer and employee contributions were $1,035,943. The employer and employee contribution rate was 9.15% of covered wages. The plan was fully funded according to the latest actuarial valuation as of January 1, 1989.

Plan assets at June 30, 1996 were $12,535,627 and are reported as a fiduciary fund type in these financial statements. Investments consist of certificates of deposit, U.S. Government Obligations, and corporate stocks and bonds.

Deferred Compensation Plan - The City offers its employees a deferred compensation plan created in accordance with Internal Revenue Code Section 457. The plan, available to all employees, permits the employees to defer a portion of their salary until future years. The deferred compensation is not available to employees until termination, retirement, death, or unforeseeable emergency. The plan assets and a corresponding liability to employees for deferred compensation is recorded in an agency fund.

The plan is administered by an independent company, and the City remits all compensation deferred to this administrator for investment as requested by the participant employees. All compensation deferred and funded under the plan, all investments purchased and all income attributable thereto are solely the property and rights of the City (until paid or made available to the employee or other beneficiary), subject only to the claims of the City's general creditors. Participants' rights under the plan are equal to those of general creditors of the City in an amount equal to the fair market value of the deferred account for each participant.

It is the opinion of Management that the City has no liability for losses under the plan but does have the duty of due care that would be required of an ordinary prudent investor. The City believes that it is unlikely that it will use the assets to satisfy the claims of general creditors in the future.

C. Construction and Other Significant Commitments

As of June 30, 1996, the City of Nashua had the following commitments with respect to unfinished capital projects:

CITY OF NASHUA, NEW HAMPSHIRE
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Capital Project	Remaining Construction Commitment
Daniel Webster Highway South	$ 4,500
Shady Lane Landfill	1,386
Fairground Junior High School	2,857,348
Total	$ 2,863,234
Enterprise Funds	
Wastewater Treatment	$ 297,857
Solid Waste Disposal Fund	297,700
Total	$ 595,557

D. Landfill Closure and Postclosure Care Costs

State and federal laws and regulations require that the City of Nashua place a final cover on its landfill when closed and perform certain maintenance and monitoring functions at the landfill site for thirty years after closure. In addition to operating expenses related to current activities of the landfill, an expense provision and related liability are being recognized based on the future closure and postclosure care costs that will be incurred near or after the date the landfill no longer accepts waste. The recognition of these landfill closure and postclosure care costs is based on the amount of the landfill used during the year. The estimated liability for landfill closure and postclosure care costs has a balance of $8,437,850 as of June 30, 1996, which is based on 90% usage (filled) of the landfill. It is estimated that an additional $1,358,650 will be recognized as closure and postclosure care expenses between the date of the balance sheet and the date the landfill is expected to be filled to capacity (estimated to be fiscal year 1998). The estimated total current cost of the landfill closure and postclosure care ($9,796,500) is based on the amount that would be paid if all equipment, facilities, and services required to close, monitor, and maintain the landfill were acquired as of June 30, 1996. However, the actual cost of closure and postclosure care may be higher due to inflation, changes in technology, or changes in landfill laws and regulations.

The City expects to finance the closure and postclosure care costs through the issuance of long-term debt.

E. Operating Leases

The City of Nashua is obligated under certain leases accounted for as operating leases. Operating leases do not give rise to property rights and therefore the results of the lease agreements are not reflected in the City of Nashua's Account Groups.

CITY OF NASHUA, NEW HAMPSHIRE

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1996

The following is a schedule by years of future minimum rental payments required under operating leases that have initial or remaining noncancelable lease terms in excess of one year as of June 30, 1996:

Fiscal Year Ending June 30,	Amount
1997	$ 9,812
1998	9,811
1999	8,587
2000	8,587
Total Minimum Payments Required	$ 36,797

F. Long-Term Debt

The following is a summary of the City's general long-term debt transactions for the fiscal year ended June 30, 1996:

	General Obligation Debt Payable	Compensated Absences Payable	Total
General Long-Term Debt Account Group			
Balance, Beginning of Year	$ 39,747,750	$ 7,210,242	$ 46,957,992
Issued			
Retired	(3,304,950)		(3,304,950)
Net increase in compensated absences payable		121,406	121,406
Balance, End of Year	$ 36,442,800	$ 7,331,648	$ 43,774,448
Enterprise Funds			
Wastewater Treatment Fund			
Balance, Beginning of Year	$ 8,576,250	$ 123,673	$ 8,699,923
Retired	(574,050)		(574,050)
Net increase in compensated absences payable		42,811	42,811
Balance, End of Year	8,002,200	166,484	8,168,684
Solid Waste Disposal Fund			
Balance, Beginning of Year	$ 484,000	$ 114,856	$ 598,856
Retired	(29,000)		(29,000)
Net increase in compensated absences payable		30,639	30,639
Balance, End of Year	455,000	145,495	600,495
Total Enterprise Funds	8,457,200	311,979	8,769,179
Total General Long-Term Debt Account Group and Enterprise Funds	$ 44,900,000	$ 7,643,627	$ 52,543,627

CITY OF NASHUA, NEW HAMPSHIRE

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1996

Long-term debt payable at June 30, 1996, is comprised of the following individual issues:

Description of Issue	Original Amount	Issue Date	Maturity Date	Interest Rate %	Outstanding at 6/30/96
General Long-Term Debt Account Group					
General Obligation Debt Payable					
Amherst Street and Crowley School	$1,430,000	1979	1999	5.30	$ 210,000
Police Station	$100,000	1979	1999	5.30	15,000
Public Works Garage	$300,000	1979	1999	5.30	45,000
Refunded Bonds	$2,478,000	1985	2005	4.35	2,226,000
Refunded Bonds	$7,012,000	1986	2007	4.5038	6,709,000
Refunded Bonds	$2,320,000	1986	1997	7.20	580,000
Parking Garage	$1,650,000	1990	2008	6.6056	1,099,800
Public Improvements	$1,910,000	1992	2012	6.7275	1,528,000
School Public Improvements	$7,675,000	1992	2012	6.7275	6,140,000
Revaluation	$1,800,000	1993	1998	5.68	225,000
School Bonds	$10,230,000	1993	2013	5.483	8,610,000
Various	$9,684,000	1995	2015	4.95-6.50	8,345,000
Lighting Project	$849,000	1995	2000	5.20-6.00	710,000
					$ 36,442,800
Compensated Absences Payable					
Vested Sick Leave					$ 5,891,752
Accrued Vacation Leave					1,402,406
Vested Earned Time					37,490
					$ 7,331,648
Total General Long-Term Debt Account Group					$ 43,774,448
Enterprise Funds					
Wastewater Treatment Fund					
Sewer Interceptors and Drainage	$1,655,000	1978	1998	5.30	$ 240,000
Municipal Purpose	$8,350,000	1989	2009	6.615	5,900,200
Sewer Public Improvement	$415,000	1991	2011	6.7275	332,000
Sewer	$1,340,000	1992	2012	5.483	1,205,000
Sewer Component	$340,000	1995	2014	4.95-6.50	325,000
					$ 8,002,200
Solid Waste Disposal Fund					
Landfill Closure	$484,000	1995	2015	4.95-6.50	$ 455,000
Compensated Absences Payable					
Vested Sick Leave					$ 184,450
Accrued Vacation Leave					127,529
					$ 311,979
Total Enterprise Funds					$ 8,769,179
Total General Long-Term Debt Account Group and Enterprise Funds					$ 52,543,627

CITY OF NASHUA, NEW HAMPSHIRE

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1996

Annual Requirements To Amortize Governmental Fund Debt

The annual requirements to amortize all general obligation debt outstanding as of June 30, 1996, including interest payments, are as follows:

Fiscal Year Ending June 30,	Governmental Fund Debt		
	Principal	Interest	Total
1997	$ 3,050,950	$ 1,939,803	$ 4,990,753
1998	2,910,950	1,780,519	4,691,469
1999	2,855,950	1,634,388	4,490,338
2000	2,695,950	1,492,124	4,188,074
2001	2,480,950	1,358,909	3,839,859
2002-2015	22,448,050	7,069,503	29,517,553
Totals	$ 36,442,800	$ 15,275,246	$ 51,718,046

Annual Requirements To Amortize Enterprise Fund Debt

Fiscal Year Ending June 30,	Enterprise Fund Debt		
	Principal	Interest	Total
1997	$ 599,050	$ 516,197	$ 1,115,247
1998	604,050	478,781	1,082,831
1999	609,050	441,126	1,050,176
2000	534,050	405,388	939,438
2001	539,050	371,662	910,712
2002-2015	5,571,950	1,848,268	7,420,218
Totals	$ 8,457,200	$ 4,061,422	$ 12,518,622

All debt is general obligation debt of the City of Nashua, which is backed by its full faith and credit. Enterprise Fund debt will be funded through user fees. All other debt will be repaid from general governmental revenues.

Bonds or Notes Authorized - Unissued

Bonds and notes authorized and unissued as of June 30, 1996 were as follows:

Per Resolution Dated	Purpose	Unissued Amount
November 22,1994	Fairgrounds Junior High School	$ 125,000
January 24,1995	Nashua Four Hills Landfill	3,723,000
May 23, 1995	New Searles Elementary School	115,000
July 11,1995	Fairgrounds Junior High	6,500,000
December 13, 1995	Various School Architectural and Engineering	400,000
March 26, 1996	Dr. Crisp and Bicentennial Schools	6,400,000
April 23, 1996	Ridge Road Bridge	101,000
Total		$ 17,364,000

CITY OF NASHUA, NEW HAMPSHIRE

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1996

NOTE 5 - SHORT-TERM DEBT

Bond Anticipation Notes Payable

State statutes allow the City of Nashua to incur debt up to the amount of the bond authorization in anticipation of the issuance of long-term debt in order to pay current expenses of a capital project. Notes issued in accordance with these statutes are general obligations of the City of Nashua.

The following bond anticipation notes payable were outstanding at June 30, 1996:

Date Issued	Due Date	Interest Rate (NIC)	Amount Due
December 28, 1995	October 25, 1996	3.73	$ 2,000,000
December 28, 1995	October 25, 1996	3.83	5,000,000
December 28, 1995	October 25, 1996	3.82	3,000,000
June 28, 1996	October 25, 1996	3.70	4,000,000
Total			$14,000,000

NOTE 6 - FUND EQUITY

A. Reservations of Fund Balances

Reserve for Encumbrances

Funds encumbered at year end were as follows:

General Fund		$ 3,255,509
Special Revenue Funds		
School Food Service	$ 497	
City Grants	171,399	
Other City	2,349	
Total Special Revenue Funds		174,245
Capital Projects Funds		
Daniel Webster Highway South	$ 4,500	
Shady Lane Landfill	1,386	
Fairgrounds Junior High School	2,857,348	
Total Capital Projects Funds		2,863,234
Total Reserve for Encumbrances		$ 6,292,988

CITY OF NASHUA, NEW HAMPSHIRE

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1996

Reserve for Special Purposes

In the Capital Projects Funds, the reserve for special purposes represents the unexpended and unobligated balance of bond funds or the interest earned thereon. These funds can only be used for the bonded purposes or, in the case of interest earned, for the repayment of such debt if not subsequently reappropriated for another purpose. Individual fund balances reserved for special purposes at June 30, 1996 were as follows:

Capital Projects Funds	
Watson Street Pump Reconstruction	$ 81,500
Main Dunstable/Birch Hill	7,015
Elm Street Junior High	8,504
Shady Lane Landfill	1,741
School Lighting Project	46,117
Daniel Webster Highway South	22,240
Amherst Street Traffic Mitigation	19,576
Pennichuck Ballfield	75,000
Canal Street/Sanders Project	305
Tinker/Thornton Roads Bridges	2,234
Total Capital Projects Funds	$ 264,232

In the Trust Funds, the reserve for special purposes represents the unspent balance of the City's Trust Funds which may be spent for the purposes specified as follows:

Nonexpendable Trust Funds (Income Balances)		
Perpetual Care/Cemetery	$ 337,562	
Scholarships/School	214,330	
Library	43,962	
Lecture	4,828	
Other	(1,732)	
Total Nonexpendable Trust Funds		$ 598,950
Public Works Pension		12,526,869
Expendable City Trusts		
Capital Reserve Fund - Equipment Replacement	$ 2,155,396	
Self-Insurance Fund	2,587,561	
Total Expendable City Trusts		4,742,957
Total Trust Funds		$17,868,776

Reserved for Endowments

The amount reserved for endowments at June 30, 1996 represents the principal amount of all Nonexpendable Trust Funds which is restricted either by law or by terms of individual bequests, in that only income earned may be expended. The principal balances of the City of Nashua's Nonexpendable Trust Funds at June 30, 1996 are detailed as follows:

Purpose	Principal
Perpetual Care/Cemetery	$ 3,360,307
Scholarships/School	1,859,079
Library	1,898,144
Lecture	64,544
Other	124,604
Total	$ 7,306,678

Reserved for Inventory

The $44,949 reserved for inventory represents General Fund inventory which is recorded under the consumption method and reserved.

Reserved for Tax-Deeded Property

This reserve amounts to $173,544 and accounts for property taken by tax deed to be resold and is recorded at the value of taxes and costs due the City.

B. Unreserved Fund Balances

Designated for Special Purposes

The designated for special purposes, representing Special Revenue Fund balances which the City of Nashua intends to use in the subsequent years, is as follows:

Special Revenue Funds	
School Food Service	$ 261,459
Other School Department	589,012
Other City	313,715
Educational Facilities Impact Fee	116,128
Total	$ 1,280,314

CITY OF NASHUA, NEW HAMPSHIRE

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1996

C. Changes in Contributed Capital - Enterprise Funds

Solid Waste Disposal Enterprise Fund

	Municipal Investment	Federal and State Grants	Others	Total
Balance - July 1, 1995	$ 110,831	$	$	$ 110,831
Capital Contributed		24,500	881	25,381
Balance - June 30, 1996	$ 110,831	$ 24,500	$ 881	$ 136,212

Wastewater Treatment Enterprise Fund

	Municipal Investment	Federal and State Grants	Developers	Total
Balance - July 1, 1995	$ 12,056,491	$ 32,708,647	$ 9,750,851	$ 54,515,989
Capital Contributed	48,246	100,304	135,907	284,457
Depreciation Applied to Contributed Capital		(843,623)	(232,065)	(1,075,688)
Balance - June 30, 1996	$ 12,104,737	$ 31,965,328	$ 9,654,693	$ 53,724,758

NOTE 7 - SEGMENT INFORMATION FOR PROPRIETARY FUNDS

The City maintains two enterprise funds. The Solid Waste Disposal Fund accounts for the provision of solid waste disposal services and the Wastewater Treatment Fund accounts for the basic sewerage treatment facilities. Selected segment information for the year ended June 30, 1996, is as follows:

	Solid Waste Disposal	Wastewater Treatment	Total
Operating Revenues	$ 2,485,639	$ 7,051,782	$ 9,537,421
Depreciation	19,228	964,997	984,225
Operating Income (Loss)	(432,539)	2,017,415	1,584,876
Interfund Operating Transfers In	428,285		428,285
Net Income (Loss)	(40,572)	2,157,066	2,116,494
Current Capital Contributions	25,381	284,457	309,838
Depreciation Reducing Capital Contributions		1,075,688	1,075,688
Property, Plant, and Equipment Additions	6,000	392,069	398,069
Net Working Capital	647,383	8,527,707	9,175,090
Total Assets	4,920,077	68,628,292	73,548,369
Bonds and Other Long-Term Liabilities Payable from Operating Revenues	455,000	8,002,200	8,457,200
Total Equity (Deficit)	(7,593,475)	59,132,064	51,538,589

CITY OF NASHUA, NEW HAMPSHIRE

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 1996

NOTE 8 - SUMMARY DISCLOSURE OF SIGNIFICANT CONTINGENCIES

A. Litigation

There are various claims and suits pending against the City of Nashua which arise in the normal course of the City of Nashua's activities. In the opinion of management, the ultimate disposition of these various claims and suits will not have a material effect on the financial position of the City of Nashua.

In addition, the City has property tax abatement requests totaling approximately $7,600,000 at June 30, 1996. Management has reserved $2,000,000 against this exposure.

B. Grants

Amounts received or receivable from grantor agencies are subject to audit and adjustment by grantor agencies, principally the Federal government. Any disallowed claims, including amounts already collected, may constitute a liability of the applicable funds. The amount of expenditures which may be disallowed by the grantor cannot be determined at this time although the City of Nashua expects such amounts, if any, to be immaterial.

C. Insurance

The City is self-insured with respect to Worker's Compensation Insurance. The first $350,000 of claims per person, per accident, is paid by the City. Any additional per person, per accident, claims are insured up to $5,000,000 by insurance carriers.

The City has established a self-insurance fund for the purpose of providing for claims of employee benefit programs, property, liability, bond, automobile, long-term disability and other commercial or self-insurance programs that may be lawfully implemented. The fund is currently funded by applying the unexpended balances of insurance appropriations and appropriations recommended by the Mayor and approved by the Board of Aldermen.

This fund is reported as an Expendable Trust Fund in these financial statements. The City transferred $117,405 of unexpended appropriations to this fund for the year ended June 30, 1996. The City spent $288,891 of funds from the fund to pay for health insurance premiums.

The City does not have a "blanket coverage" policy that extends the liability limits of underlying policies.

CITY OF NASHUA, NEW HAMPSHIRE
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1996

NOTE 9 - RESTATEMENT OF FUND EQUITY

Restatement of Beginning Solid Waste Fund Retained Earnings Due to Change in Prior-Year Estimate

The estimated landfill capacity used as of June 30, 1995 was reduced which resulted in an increase in the accrual for landfill closure and postclosure care costs at June 30, 1995 and a corresponding increase in the retained earnings deficit of the Solid Waste Disposal Enterprise Fund.

Deficit, June 30, 1995 as previously reported	$ (7,297,255)
Decrease in Accrued Landfill Closure and Postclosure Care Costs	391,860
Deficit, June 30, 1995 as restated	$ (7,689,115)

SUMMARY INVENTORY OF VALUATION

LAND	$1,023,125,500
BUILDINGS	$2,480,690,405
PUBLIC UTILITIES:	
WATER	$37,743,200
GAS	$45,568,700
ELECTRIC	$53,594,400
TOTAL VALUATION BEFORE EXEMPTIONS	$3,637,722,205
EXEMPTIONS ALLOWED:	
BLIND	($1,035,000)
ELDERLY	($70,072,025)
PHYSICALLY HANDICAPPED	($253,875)
SOLAR/WIND POWER	($573,400)
TOTALLY & PERMANENTLY DISABLED	($319,500)
TOTAL EXEMPTIONS ALLOWED	($72,253,800)
VALUATION ON WHICH THE TAX RATE IS COMPUTED	$3,565,468,405

STATEMENT OF APPROPRIATIONS

GENERAL GOVERNMENT	$17,991,971
ADMINISTRATIVE SERVICES	$2,661,573
PROTECTION OF LIFE AND PROPERTY	$20,275,636
COMMUNITY SERVICES	$1,228,568
PUBLIC WORKS DIVISION	$8,476,097
PUBLIC SERVICES DIVISION	$353,974
COMMUNITY DEVELOPMENT	$894,487
PUBLIC LIBRARIES	$1,568,119
EDUCATION	$54,722,206
CONTINGENCY	$950,000
CAPITAL RESERVE FUND	$300,000
RETIREMENTS	200,046
BONDED DEBT SERVICE	$5,543,304
CAPITAL IMPROVEMENTS	$170,000
	$115,335,981

STATEMENT OF ESTIMATED REVENUES

FINANCIAL SERVICES	$14,102,500
CITY CLERK'S OFFICE	$124,404
BOARD OF ASSESSORS	$7,000
POLICE DEPARTMENT	$151,620
FIRE DEPARTMENT	$63,914
COMMUNITY SERVICES	$8,460
PUBLIC HEALTH DEPARTMENT	$116.000
ENVIRONMENTAL HEALTH	$103,400
WELFARE DEPARTMENT	$20,000
PUBLIC WORKS AND ENGINEERING	$38,500
PARKS AND RECREATION	$60,400
STREET DEPARTMENT	$1,651,959
PARKING GARAGES	$162,200
PARKING LOTS	$263,200
CEMETERIES	$256,400
COMMUNITY DEVELOPMENT DIVISION	$354,500
PUBLIC LIBRARIES	$22,100
SCHOOL DEPARTMENT	$1,449,392
MISCELLANEOUS	$445,000
	$19,400,949

PROPERTY TAXES ASSESSED

TOTAL APPROPRIATIONS	$115,335,981.00
LESS REVENUES	($21,841,902.00)
ADD: OVERLAY (ABATEMENT ACCOUNT)	$5,000,000
HILLSBOROUGH COUNTY TAX	$8,323,666.00
VETERANS EXEMPTION	$429,700
AMOUNT TO BE RAISED FROM TAXES	$107,247,445.00

TAX RATE HISTORY

FISCAL YEAR	MUNICIPAL	COUNTY	SCHOOL	TOTAL	
1996	9.39	2.30	18.51	30.20	
1995	9.07	2.20	18.68	29.55	
1994	9.14	2.15	17.61	28.90	
1993	8.04	2.32	17.74	28.10	
1992	7.89	2.48	17.92	28.30	(R)
1991	11.42	3.59	26.19	41.20	
1990	11.23	3.59	23.98	38.80	
1989	10.04	3.47	21.79	35.30	
1988	8.36	2.83	19.41	30.60	
1987	8.65	2.17	17.58	28.40	
1986	9.20	2.03	16.77	28.00	
1985	9.78	1.85	15.57	27.20	
1984	9.28	1.73	16.69	26.70	
1983	9.09	1.72	15.19	26.00	
1982	9.20	1.50	14.90	25.60	
1981	8.40	1.20	14.10	23.70	(R)
1980	19.40	3.30	35.00	57.70	
1979	17.40	3.20	34.20	54.80	
1978	18.60	2.70	33.50	54.80	
1977	18.20	2.20	32.10	52.20	
1976	14.80	2.60	31.40	48.80	

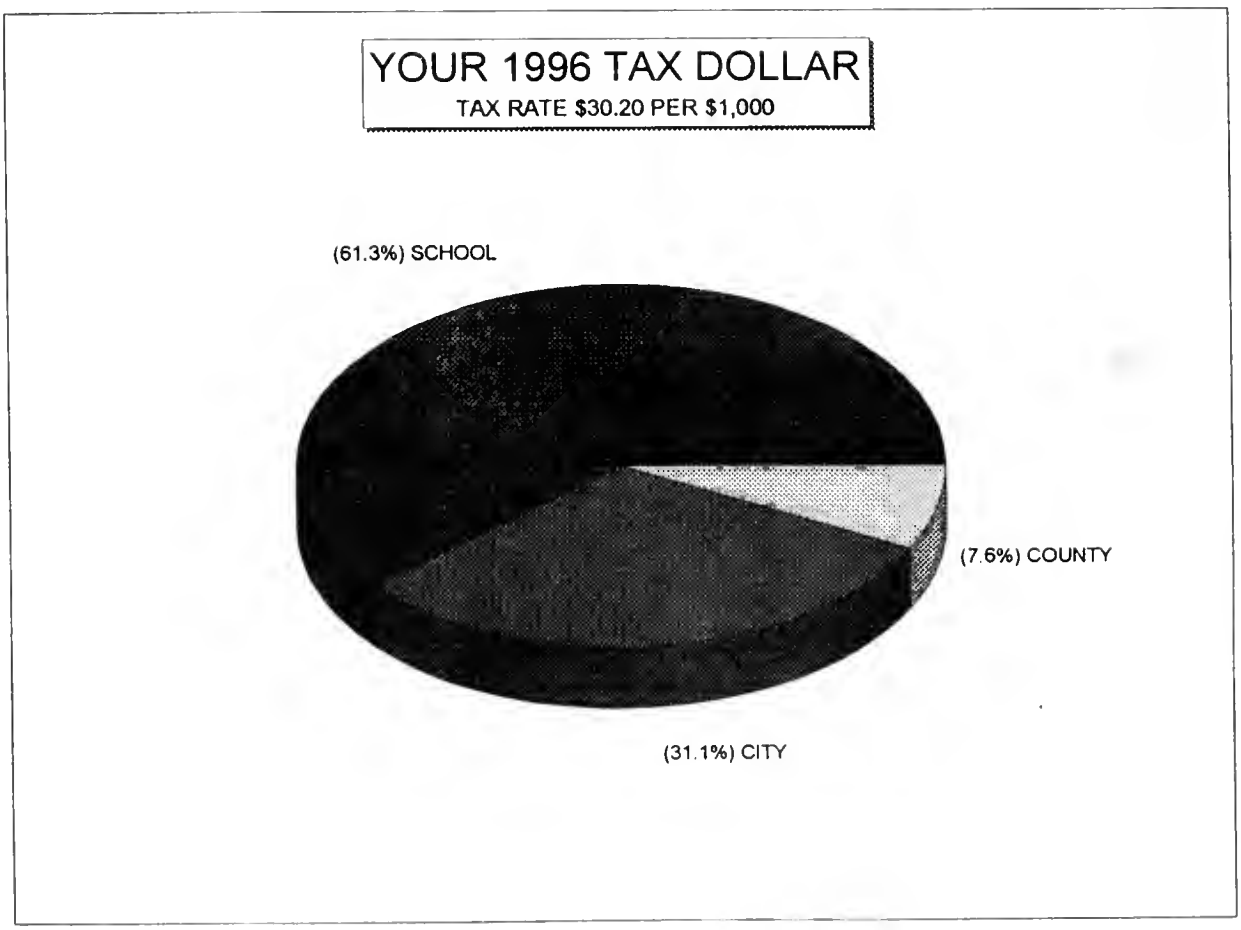
HISTORY OF ASSESSED VALUATION

FISCAL YEAR	VALUATION	
1996	$3,565,468,405	
1995	$3,555,575,845	
1994	$3,508,873,595	
1993	$3,463,299,556	
1992	$3,482,583,656	(R)
1991	$2,238,774,141	
1990	$2,250,401,251	
1989	$2,230,037,778	
1988	$2,218,194,400	
1987	$2,089,387,100	
1986	$1,981,794,500	
1985	$1,839,854,100	
1984	$1,697,638,650	
1983	$1,606,277,150	
1982	$1,535,149,600	
1981	$1,495,814,600	(R)
1980	$ 558,000,000	
1979	$ 532,000,000	
1978	$ 509,000,000	
1977	$ 190,000,000	
1976	$ 472,000,000	

(R) REVALUATION

LONG TERM DEBT

The City of Nashua finances its capital projects, acquisitions and improvements through the issuance of long term debt. The City customarily issues 20 year bonds through a competitive bid process. Statutory limits are imposed to control the level of debt. The limits are 2% of the assessed property valuation for City projects and 6% for school projects. At the end of FY'96 the City had long term debt of $28,349,000 for school related projects and $16,551,000 for all other City projects.



CITY OF NASHUA TRUST FUNDS

The City of Nashua has thirty seven individual Trust Funds devoted to:

- Cemetery perpetual care for three cemeteries.
- Cemetery flower funds.
- Individual perpetual care.
- Scholarship trusts for Nashua High School.
- Concert and lecture series.
- Nashua Public Library.
- Board of Public Works Retirement.
- Capital Equipment Reserve Fund.
- Various other personal and community purposes.

The following is a report on the City of Nashua's Trust, Capital Reserve Funds and Common Trust Fund Investment

Report of the Trust Funds of the City or Town of NASHUA, NH as of JUNE 30, 1996 FORM MS-9

NOTES	DATE OF CREATION	NAME OF TRUST FUND	PURPOSE OF TRUST FUND	HOW INVESTED	PRINCIPAL						INCOME				FUND BAL
					%	Balance Beginning of Year	New Funds	Gains or (Losses) on Sale of Securities	Withdrawals	Balance End of Year	Balance Beginning of Year	%	INCOME DURING YEAR Amount	Expended During Year	Balance End of Year	
Orig. Est 1927	1989	**Suburban Cemetery/Whitman Perpetual Care Fund**	Perpetual Care	(common trust) Bank Trust Dept	100	529,700.05	0.00	50,839.51	0.00	580,539.56	82,195.46		31,605.77	7,157.99	106,643.24	**687,182.80**
Orig. Est Unknown	1989	**Suburban Cemetery Perpetual Care Fund**	Perpetual Care	(common trust) Bank Trust Dept	100	50,200.15	2,054.80	202.17	(2,539.04)	49,918.08	9,368.46		2,756.91	529.41	11,595.96	**61,514.04**
	Various Years	**Nashua High School Scholarship Trust**	Scholarships	(common trust) Bank Trust Dept	100	592,699.03	3,000.00	13,209.28	(24,565.98)	584,342.33	1,235.24		28,798.06	5,740.15	24,293.15	**608,635.48**
Orig. Est 1885	to bank in 1989	**Edgewood Cemetery Perpetual Care Fund**	Perpetual Care	(common trust) Bank Trust Dept	100	1,001,352.61	105,711.10	21,848.10	(51,082.87)	1,077,828.94	57,272.05		60,940.48	9,806.62	108,405.91	**1,186,234.85**
	Unknown	**Edgewood Cemetery Flower Trust Fund**	Flowers on Gravesites	(common trust) Bank Trust Dept	100	77,350.36	2,600.00	146.87	(5,659.54)	74,437.69	5,609.00		6,155.37	855.49	10,908.88	**85,346.57**
	Various Years	**Nashua Library Trust Fund**	Various Library Trust Uses	(common trust) Bank Trust Dept	100	1,395,955.39	710,675.75	63,492.43	(271,980.07)	1,898,143.50	41,322.93		75,518.23	72,879.14	43,962.02	**1,942,105.52**
	1941	**Board of Public Works Retirement Fund (Fleet Bank)**	Employee Pension	(common trust) Bank Trust Dept	50	4,879,898.96	260,753.92	14,562.93	0.00	5,155,215.81	**********		426,769.40	83,283.47	1,391,228.54	**6,546,444.35**
	1941	**Board of Public Works Retirement Fund (Bank of NH)**	Employee Pension	(common trust) Bank Trust Dept	50	4,633,055.84	260,754.17	41,541.21	0.00	4,935,351.22	807,181.68		311,057.90	64,408.53	1,053,831.05	**5,989,182.27**
	1895	**Woodlawn Cemetery Perpetual Care Fund**	Perpetual Care	MM, Stocks,Bonds Cert of Dep	100	1,390,397.34	33,585.00	173,626.63	(100,848.99)	1,496,759.98	(3,356.58)		129,686.76	20,649.32	105,680.86	**1,602,440.84**
	Unknown	**Edgewood Cemetery Equipment Reserve Fund**	Maint, Equip Purch	Money Market Fund	100	70,294.26	10,528.37	0.00	0.00	80,822.63	(1,940.54)		4,372.29	8,104.95	(5,673.20)	**75,149.43**
	1988	**Charles H. Austin Scholarship Trust Fund**	Scholarships	Bank Trust Dept	100	1,146,205.06	0.00	25,095.88	(58,800.00)	1,112,500.94	110,859.48		70,725.97	8,095.60	173,489.85	**1,285,990.79**
	11/1992	**Ralph & Alice Bums Scholarship**	Scholarships	Bank Trust Dept.	100	160,518.65	(4,603.04)	6,320.62	0.00	162,236.23	6,508.63		11,750.11	1,712.42	16,546.32	**178,782.55**
	Unknown	**Chairman's Fund/Health Dept**	Health Awareness	MM Fund	100	18,529.65	0.00	0.00	0.00	18,529.65	6,647.83		749.71	750.00	6,647.54	**25,177.19**
	12/1954	**George M. French Bequest**	Uniform, Equip & NHS Track Team	Saving and Cert. of Dep	100	1,366.66	37.59	0.00	0.00	1,404.25	111.16		15.34	0.00	126.50	**1,530.75**
	10/1903	**Charlotte O.Harris Trust Fund**	Establish Public Bath	Saving and Cert. of Dep	100	1,644.83	0.00	0.00	0.00	1,644.83	133.79		63.67	0.00	197.46	**1,842.29**
	7/1936	**Ira F. Harris Lecture Fund**	Free Public Lectures	Money Market Fund	100	26,647.45	0.00	(108.57)	(152.00)	26,386.88	(956.22)		1,642.02	0.00	685.80	**27,072.68**
	2/1903	**Mary P. Harris Beautification Fund**	Beautificabon of Nashua	Money Market Fund	100	550.73	0.00	0.00	0.00	550.73	48.88		17.85	0.00	66.73	**617.46**
	1889	**Moses Hunt Lecture Fund**	Lecture Series	Money Market Fund	100	40,261.30	0.00	201.68	(2,306.00)	38,156.98	1,727.84		2,414.40	0.00	4,142.24	**42,299.22**
	1945	**Charles Jackman Fund/Park Rec.**	Beautificabon & Utilizabon of Greeley	Money Market Fund	100	51,530.92	5,339.47	0.00	0.00	56,870.39	(4,716.94)		1,463.05	936.93	(4,190.82)	**52,679.57**
	5/1921	**Jennie N. Wallace Trust Fund**	Flags for Veterans' Graves	Savings and Cert. of Dep	100	4,905.28	0.00	0.00	0.00	4,905.28	408.04		190.36	0.00	598.40	**5,503.68**
	3/1979	**Sarah Wallace Welfare**	Nashua Social System Support	Checking Acct and Stocks	100	35,549.16	358.21	0.00	0.00	35,907.37	(3,456.82)		4,573.41	6,879.52	(5,762.93)	**30,144.44**
	Unknown	**Weaver Union Hospital Trust**		Savgs & Cert	100	4,791.46	0.00	0.00	0.00	4,791.46	398.19		186.67	0.00	584.86	**5,376.32**
	3/1968	**Capital Equipment Reserve Fund**	Purchase Equipment	REPO & Money Market	100	1,758,792.86	(96,634.00)	0.00	0.00	1,662,158.86	241,396.11	100	87,931.55	98,418.79	230,908.87	**1,893,067.73**
TOTALS						17,872,198.00				19,059,403.59					3,274,917.23	**22,334,320.82**

Report of the Trust Funds of the City or Town of NASHUA, NH as of JUNE 30, 1996 FORM MS-10

NOTES	DATE OF CREATION	NAME OF TRUST FUND	PURPOSE OF TRUST FUND	HOW INVESTED	PRINCIPAL						INCOME					FUND BAL
					%	Balance Beginning of Year	New Funds	Gains or (Losses) on Sale of Securities	Withdrawals	Balance End of Year	Balance Beginning of Year	%	INCOME DURING YEAR Amount	Expended During Year	Balance End of Year	
Ong Est 1927	1989	**Suburban Cemetery/Whitman Perpetual Care Fund**	Perpetual Care	(common trust) Bank Trust Dept	100	529,700 05	0 00	50 839 51	0 00	580,539 56	82,195 46		31,605 77	7,157 99	106,643 24	**687,182.80**
Ong Est Unknown	1989	**Suburban Cemetery Perpetual Care Fund**	Perpetual Care	(common trust) Bank Trust Dept	100	50,200 15	2,054 80	202 17	(2,539 04)	49,918 08	9,368 46		2,756 91	529 41	11,595 96	**61,514.04**
	Various Years	**Nashua High School Scholarship Trust**	Scholarships	(common trust) Bank Trust Dept	100	592,699 03	3,000 00	13,209 28	(24,565 98)	584,342 33	1,235 24		28,798 06	5,740 15	24,293 15	**608,635.48**
Ong Est 1885	to bank in 1989	**Edgewood Cemetery Perpetual Care Fund**	Perpetual Care	(common trust) Bank Trust Dept	100	1,001,352 61	105,711 10	21,848 10	(51,082 87)	1 077,828 94	57,272 05		60,940 48	9,806 62	108,405 91	**1,186,234.85**
	Unknown	**Edgewood Cemetery Flower Trust Fund**	Flowers on Gravesites	(common trust) Bank Trust Dept	100	77,350 36	2,600 00	146 87	(5,659 54)	74,437 69	5,609 00		6,155 37	855 49	10,908 88	**85,346.57**
	Various Years	**Nashua Library Trust Fund**	Various Library Trust Uses	(common trust) Bank Trust Dept	100	1,395,955 39	710,675 75	63 492 43	(271,980 07)	1,898,143 50	41,322 93		75,518 23	72,879 14	43,962 02	**1,942,105.52**
	1941	**Board of Public Works Retirement Fund (Fleet Bank)**	Employee Pension	(common trust) Bank Trust Dept	50	4,879,898 96	260,753 92	14,562 93	0 00	5,155,215 81	**********		426,769 40	83,283 47	1,391,228 54	**6,546,444.35**
	1941	**Board of Public Works Retirement Fund (Bank of NH)**	Employee Pension	(common trust) Bank Trust Dept	50	4,633,055 84	260,754 17	41,541 21	0 00	4,935,351 22	807,181 68		311,057 90	64,408 53	1,053 831 05	**5,989,182.27**
										14,355,777 13					2,750,868 75	**17,106,645.88**

DEPARTMENTAL

REPORTS

JULY 1, 1995

Through

JUNE 30, 1996

OFFICE OF THE MAYOR

MAYOR DONALD C. DAVIDSON

Chief of Staff	**Edgar M. Lewis**
Executive Assistant	**Nancy A. Mellin**
Legislative Affairs Liaison	**Mary S. Nelson**
Secretary/Receptionist	**Rita D. Diggins**

Changing of the Guard: As the result of the city elections of 1995, former Ward 8 Alderman, Alderman at Large and interim Mayor, Donald C. Davidson was elected as the 53rd Mayor of the City of Nashua. The November '95 election did not result in one candidate receiving a majority of all votes cast, and a runoff election in December '95 was required in which Mr. Davidson was elected by an overwhelming majority.

In his inaugural address, Mayor Davidson stressed the need to make City government more efficient and to that end, intended to change the process to create a "business mentality" throughout the system to achieve more within the dollar constraints imposed by the budget cap and fiscal responsibility. Of equally high priorities, the new mayor committed his administration to rebuilding the city infrastructure; resolve the long needed alternate route for traffic into and out of the downtown area with construction of the Broad Street Parkway; focus the State's attention to accelerating the time table for completion of the F.E.Everett Turnpike improvements; and assist in revitalizing the downtown for the social and economic benefit of the citizens.

Financial Management: In the initial budget submitted to the Board of Aldermen for consideration, Mayor Davidson established restricted appropriation accounts within each departments budget, consisting of the difference between the Division/Department budget request for the new Fiscal Year and the average of the expenditures over the past three fiscal years. Funds from restricted appropriation accounts can only be spent when funds within a particular line item in the budget have been exhausted and the Mayor approves use of the restricted funds. The purpose behind this approach was to gain tighter control over expenditures and take the first step toward a true Zero-Based Budget process. This concept was generally accepted by the Board of Aldermen and is incorporated into the approved Fiscal Year 1997 budget.

Organizational Structure: In the first realignment of functions and responsibilities, the Administrative Services Division, which had previously been responsible for Financial Services, Human Resources, Purchasing, Assessing, City Clerk, and Management Information Systems was realigned to make the Financial Services and Human Resources Director report directly to the Mayor. The remaining departments were assigned to the Chief of Staff for overall supervision pending a final determination as to future organizational structure changes in the Administrative Code of the City.

Environmental Issues: Immediately after taking office, the city was struck by successive heavy snow storms which not only compounded the always difficult traffic problem in the core city, but caused major problems at the site of the former Johns Manville facility at 40 Bridge Street - 10 Sanders Street. A partial roof collapse exposed concentrations of asbestos compounding the health threat to the surrounding neighborhoods. The city had obtained support and funding from the State and the US Environmental Protection Agency to remove unsecured hazardous material to partially mitigate the health hazard in mid-1995, and had, at city expense, erected a 12 foot high chain link fence around the site to prevent further vandalism and unauthorized salvage operations. Full mitigation of the health hazard and restoration of the site to a developable

status became a priority effort of the administration. Working through the New Hampshire Congressional delegation and the Region 1 US EPA administrator, recent additional federal funding is helping the City to move forward to eliminate this threat to our citizens and the environment.

Cultural Activities: The initiative undertaken by the previous administration to support the Hunt Memorial Library Building was reaffirmed by the Davidson Administration and the planned use was expanded to include a City Museum function. Since no formal management structure existed to operate or maintain the facility, Mayor Davidson had legislation prepared to create a Board of Trustees for the Hunt Building similar to that responsible for the City Library. In the Fiscal Year 1997 budget, appropriations were made to support the operation and maintenance needs of the facility which had not previously been adequately addressed.

Downtown Development: The position of Downtown Activities Coordinator has been reaffirmed by the Davidson Administration and the Mayor met with the downtown merchants to encourage formation of a City-merchants partnership to revitalize the core business district. He stressed that the partnership requires the downtown businesses to expect support and assistance from City government within its fiscal constraints, but the businesses themselves were to be the masters of their destiny; they would be expected to promote revitalizing efforts and not expect City government to do it all. To date this new partnership is working well, and in the short time period from January to June, much progress has been made.

An outstanding example of the partnership of business and government promoted by Mayor Davidson, was the celebration associated with the Olympic Torch passing through Nashua. Through the efforts of the Torch Committee hosted by the United Way under the direction of the Atlanta Committee for the Olympic Games (ACOG), the Downtown merchants and the City, a fantastic celebration of the event was staged, which in the words of the Atlanta Olympic Torch Committee, was the best celebration for the Torch Run anywhere in the United States. Main Street was beautifully decorated, the crowd large and enthusiastic, and despite the size (estimated conservatively as 40-50,000) there were no reported Police incidents of any kind.

Summary: Nashua will have a bright future if we all work together as was the case with the Olympic Torch. In the first six months of this administration a new spirit of communication, cooperation and optimism has developed not only within city government but between government and the community. There are problems to be resolved to protect the health of our citizens and the environment; problems to be solved in rebuilding the city infrastructure, difficult choices to be made concerning financing such issues as the landfill operations, Combined Sewer Outflow correction mandated by the Clean Water Act, and other high cost/high visibility issues, while maintaining needed city services. All these challenges must be addressed while keeping the tax rate under control so that our citizens can keep more of their dollars to improve their personal way of life, and still keep Nashua the best place to live in New England.

BIKE TO WORK WEEK

Encouraging downtown workers to leave their cars behind....
Mayor Donald Davidson, Officer Bill Constantineau and others
participate in bike trek from
Railroad Square to city Hall

OFFICE OF THE BOARD OF ASSESSORS

Board of Assessors

Stephen Densberger, Chair
Richard Ethier
Marylou Blaisdell

The duty of the Board of Assessors is to see that department policies are in compliance with the laws and regulations of the State Department of Revenue Administration. The Board is ultimately responsible for all assessments and must review all applications for abatement. Regularly scheduled meetings of the Board are held the second Wednesday of each month at 4:30 p.m. The meetings are open and public, but appointments are required for appearance before the Board and can easily be made by calling the department staff at 594-3301. Accommodating appointments at times other than Wednesdays will be made if and when necessary.

Assessors Office

Chief Assessor	**Angelo Marino**
Assessor, Commercial Specialist	**Rex Norman**
Assessor, Residential Specialist	**Andrea Heyn**
Assessor, Residential Specialist	**Daniel McMullen**
Administrative Assistant	**Sherry Honeycutt**
Department Coordinator	**Jeannine Zins**
Administrative Specialist, Deeds/Exemptions	**Barb Egan**
Administrative Specialist, Plans/New Accounts	**William Toomey**

As the second largest city in the state, Nashua has experienced a significant population increase over the past ten years. This growth trend is expected to continue with the New Hampshire Office of State Planning projecting a population increase of 3% by the year 2000.

Being within one hour of Boston's cultural influence and the New Hampshire/Maine coastline and only two hours from the White Mountains, a good highway system, and proximity to some of the most highly respected industrial, educational and medical facilities in the world, have all contributed to our growth. Also, the one million square foot Pheasant Lane Mall with 150 retail shops, many shopping strips, plazas, fine restaurants, and excellent schools make Nashua an extremely attractive place to live or visit.

The real estate market exhibited a positive growth and favorable signs of recovery through 1996. Sale transactions reflect a strong interest in both residential and commercial property. Marketing times have decreased significantly, due in part to the shrinking inventory. Favorable financing and motivated investors were factors in the movement of real estate this year. Occupancy levels have improved in all types of properties in Nashua.

Construction activity has been noted this year in new residential subdivisions. Several large tracts are currently being developed and home sales are brisk. Commercial activity is noted throughout Nashua. New and existing commercial enterprises are growing in the City. High tech, health care, and research and development firms are moving into the City or expanding their existing facilities in Nashua. Teradyne, Oasis, White Pine Software, Cornerstone Software, Twin Mountain Water, Oracle Corporation, are some of the larger enterprises expanding in this area.

The City offers exemptions for the elderly, the blind, building improvements for the handicapped, certain handicapped veterans, certain wood-burning furnaces, solar energy and wind-powered energy systems. The tax credit for veterans who qualify was increased from $50. to $100. The tax credit for veterans who have a 100% permanent and total service-connected disability is $700.

CITY CLERK'S OFFICE

City Clerk	**Eleanor Benson**
Deputy City Clerk	**Patricia E. Lucier**
Vital Statistic Clerks	**Mary Cutter**
	Donna Walton
	Colette Trempe
	***Nancy Deslauriers**
Deputy Voter Registrar	****Ralene Rousseau**

***Transferred to Purchasing Department June 1996** - Position unfilled
****Resigned February 16, 1996** - Replaced by Debra Logan

This year has been very busy (3 elections) productive (new voting machines) and a change in employees (see above).

Our municipal election was held in November. Mayor Rob Wagner chose not to run for re-election and we had no shortage of candidates for Nashua's highest elected office. None of the candidates received 50% plus 1 vote to be elected mayor. A special "run-off election" was held on December 12, 1995 between Carl Andrade and Donald C. Davidson.

We had no sooner put our Election supplies away when it was time to get ready for our **"first in the nation" Presidential Primary**. We had a total of 45 candidates and there was considerable media attention directed at our city and the rest of the state. Because of a lack of storage space at the Library we were forced to program our A.V.M. Voting Machines in three different settings. This made the operation very cumbersome and time consuming. Election Day was warm (for February)and sunny giving us a 37% voter turn-out. Undeclared voters were allowed to choose a party, vote and revert back to undeclared before leaving the polls. Same day voter registration was done at the polls which resulted in registering 1,402 new voters on election day. Election night Ward 7 was first to report their results at 8:22 PM and Ward 4 was last at (11:30 PM).

Shortly after the whole world (at least it seemed that way) waited for our results, Mayor Davidson scheduled a demonstration with LHS for the ACCU-Vote Voting Machines. He and the Board of Aldermen were impressed with them and we received permission to jump forward into the 90's and purchase them. Mayor Davidson was the driving force who encouraged the city to purchase the present machines in 1971, which performed well for 25 years. The new machines will be in use for the September 96 State Primary.

We had a very busy dog registration with approximately 97% of the dogs being relicensed before Civil Forfeiture notices were given. Off-site licensing was done by this office at the Rabies Clinic conducted by the Humane Society, and Alderman David Fredette represented us at a clinic held by the Nashua Junior Womens Club. We would like to thank him for volunteering and we have already signed him up for next year.

The New Hampshire Municipal Association held their convention in November 1995 and Nashua won the Best Annual Report for the City category. I would like to thank Patricia Lucier for her dedication and diligence in this project. A large applause goes to our printer, Ralph Jackson, who printed it with his ususal flair and expertise. I would like to note that this booklet is compiled and printed in-house with the binding being the only outside work needed. The Mayor's Office initiated a "drop-off" box at the Elm Street entrance to City Hall. This has been very convenient for customers to drop off items when City Hall is closed.

I would like to thank the staff of this office, the 100 Election Officials, Gerry Joyce and the Street Department crew of the Public Works Department, Jerry Laliberty and the School Operations Office for all their help and support throughout the year. Their continued cooperation leads to the productiveness of this department.

FINANCIAL SERVICES DEPARTMENT

Treasurer and CFO	**Paul A. Martel**
Administrative Assistant	**Jean E. Roth**
Assistant Deputy Treasurer	**Susan M. Martinelli**
Deputy Tax Collector	**Ruth E. Raswyck**
Treasury Accountant	**Vacant**
Secretary	**Susan L. Decker**
Customer Service Research	**Kathryn R. Guillemette**
Customer Service Representative	**Dawn M. Roy**
Financial Analyst	**Dawn K. Enwright**
Supervisor Financial Reporting	**Cindy J. Bielawski**
Accountant Financial Reporting	**Carol A. Anderson**
Traffic Violation Bureau	**Judith A. Miele**
Supervisor Motor Vehicle Registrations	**Pauline M. Lucier**
Assistant Supervisor M.V.R.	**Elizabeth Scanlon**
Audit Clerk M.V.R.	**Fleurette Rioux**
Motor Vehicle Clerk	**Sylvie D. Corriveau**
Motor Vehicle Clerk	**Janet L. Durand**
Motor Vehicle Clerk	**Sheila Galipeau**
Motor Vehicle Clerk	**Nancy Maples**
Motor Vehicle Clerk	**Brenda Sullivan**
Motor Vehicle Clerk	**Suzanne R. Thibault**
Motor Vehicle Clerk	**Carmen Morales**

The Financial Services Department is divided into three major operating units:

TREASURY AND TAX COLLECTIONS

The unit's responsibility centers around property tax collections, investment of the City's funds and the City's bonded debt. All city receivables are billed, collected, invested and disbursed through this operation. Additional Tax Collection program enhancements were made again this past year to accommodate rapid and accurate customer telephone services as well as providing more efficient window service to the City's residents. The continued growth of our Municipal automated Payment System (electronic tape to tape) has provided the tax collection unit with more timely collections. The Municipal Automated Payment System in concert with the Lock Box collections through First NH Bank allows the City to invest it's funds sooner and resulted in excess of two million dollars of income on investments for the year ending June 30, 1995.

MOTOR VEHICLE REGISTRATION AND TRAFFIC VIOLATIONS BUREAU

This unit's primary responsibility is the registration of motor vehicles and the collection of traffic violations. The registration process incorporates processing motor vehicle title applications, collection of all City fees related to MVR processing, distributing State MV decals and license plates to Nashua residents, and the collection of State Revenues and the processing of and collection of traffic violations and fines. During FY'96 the City registered 82,800 automobiles and prepared 16,982 title applications for revenue of $7,298,588 in addition to 80,342 State decals for $160,296. There were 24,174 traffic violations collected for a revenue of $196,697. The City continues to require all traffic violations be paid prior to registering any vehicle. In addition, the City has been cooperating with area Towns in a reciprocal agreement

to not register a Nashua resident's vehicle if there are any outstanding violations in other communities.

FINANCIAL REPORTING

The responsibilities of this unit are the entire accounting, reporting, budgeting, auditing, bill and payment processing functions for the City, culminating in financial reports, annual budgets, annual audit, bimonthly warrants and numerous other products for the City's citizens, boards, Aldermen, Mayor, divisions, departments and staff. During this fiscal year, the position of Financial Analyst was created in lieu of Associate Financial Officer to assist in the technical aspects of budgeting and reporting. The Financial Analyst compliments the Financial reporting staff with direct assistance and support. Additional enhancements are being made on an on-going basis to meet the City's various reporting needs. During the fiscal year an aggressive project was undertaken to re-write the City's budgeting and financial reporting system. The new system was designed based on a program format which will allow a more finite means of reporting on any given program in City government to include the cost of providing the service and the revenue generated by it. The City's main computer cluster is continuously being upgraded to provide more flexible and efficient information gathering and dissemination to the users in the General Fund, special Revenue Funds and the Capital Project Funds.

PURCHASING DEPARTMENT

Purchasing Manager	**William A. Thompson**
Assistant Purchasing Manager	**Shirley C. Bonenfant**
Supervisor, Accounts Payable	**Bernice N. Diggins**
Accounts Payable Clerk	**Mary V. Brazas**
Accounts Payable Clerk	**Patricia A. Deforte**
Accounts Payable Clerk	**Nancy Deslauriers**
Purchasing Supply Clerk	**Carol A. Silva**
Printing Technician	**Ralph B. Jackson**
Mail/Receiving Clerk	**Philip D. Hagen**

FY 96 continued to be a challenging one in terms of keeping up with an increasing workload with a reduced staff. The aftermath of the reduced staff resulting from the separation of the city and school accounts payable function adds to the constant challenge of serving the needs of city departments and meeting Warrant processing deadlines. through the dedicated work of the Accounts Payable team, the city and its vendors continue to benefit from the prompt payment of its financial obligations.

Adding to the challenge of a reduced staff, there were a number of personnel turnovers during the year. Naomi Patch, Accounts Payable Coordinator, left the office in September and is now on a leave of absence. To temporarily fill the vacant position Georgette LeBlanc, who retired from this office in April 1994, was kind enough to suspend her retirement to help keep Accounts Payable running. when the summer months approached and Georgette longed to return to the peacefulness of her lakeside camp in the north, the City Clerk's Office supported the transfer of Nancy Deslauriers back to this office. In addition to the personnel turnovers, Millie Maverick, the Clerk/Typist for the Purchasing Department, retired in September 1995 after fifteen years of service to the City. Due to budget constraints her position was not filled.

To cope with the continuing staffing challenges a number of changes have been implemented. Most recently a new voucher filing system was implemented. the new system saves time, increases file security and efficiency, and was implemented at minimal cost to the city by using storage racks that otherwise might have been scrapped. Through coordination with Financial Services and Management Information Services, a number of processing improvements have also been implemented. Shirley Bonenfant continued to represent this department as a member of a newly resurrected Financial Management System automation committee. This office continues to support efforts to automate various activities and processes involved in purchasing and bill payment for the city. Through continued cooperative efforts with other city departments we hope the city will seriously explore the use of a Windows based on-line requisitioning system, purchasing cards, expanding the stockless purchasing approach from office supplies to other commodity groups such as janitorial supplies and, implementation of a more city-wide approach to the purchase of common items required by all city departments.

This department is encouraged by improvements implemented since the new administration took office in January 1996. Examples include the shift toward a PC based client-server computer system; standardization of PC hardware and software; establishment of clear purchasing guidelines, authority and thresholds; consolidation of purchases for pages, cellular phones and other items; establishment of per diem rates for travel; and other such sound business practices that have been lacking. We support and anticipate other similar improvements in the business practices of the city that will establish clear guidelines for the requiring departments and the departments responsible for administering the business practices of the city. These improvements will not only improve efficiency and compliance with procedures, but more importantly should result in significant cost savings to the city.

During FY96 a total of 46 formal invitation for bids/request for proposals with a total value of $3,015,402 were processed. The total annual savings from the high bid to the awarded bid amount exceed $1.1 million and represented a savings of 40%. In FY96 a total of 7,069 purchase order documents with a total value of $9,892,379 were processed. The reduction in these numbers from FY95 to FY96 reflects the separation of the School Department purchase transactions from the rest of the city departments.

In the area of city telecommunications, the seven year contract for NYNEX Centrex service to the city is presently under review. Signing of this new agreement will significantly reduce the basic monthly rate for the 450 city voice telephone lines and will make available ISDN (Integrated Services Digital Network) capability for those city departments that require wider bandwidth for transmission of voice and data over the same telephone line. After serveral years of effort, the city and school telephone bills have been combined and a new CD (compact disc) media billing service is being used. The CD billing system is a Microsoft Windows application and offers myriad ways of analyzing the monthly telephone bill. The primary benefit of combining the school and city telephone bills was a reduction of the intrastate toll rate to seven cents a calling minute. With a monthly intrastate toll usage exceeding 21,000 minutes, the few cents saved for each minute of use amount to a respectable total savings to the city.

The School Department Director of Plant Operations served as chairman and other city departments were involved in the request for proposal and selection process for the State of New Hampshire electric energy competitive pilot program. By bringing competition to the supply of electric service, this program has the potential to significantly reduce the electric rates paid by residential, commercial and governmental consumers of electricity. A total of 34 city accounts out of over 250 total accounts were selected in the selection lottery conducted by the State. The total annual electric energy savings for the 34 selected accounts is anticipated to exceed $20,000.

Upgrade of the print shop resources included the addition of a color printer for use with the PC and desktop publishing. Ralph Jackson continues to provide excellent printing and graphics service to all city departments. His work received constant praise for quality and timeliness. This annual report is but one of thousands of printed items produced by this "one-man" show. The total annual ink impressions made by the City Hall print shop remains at 3.5 to 4 million.

Two dedicated employees received well deserved recognition. Shirley Bonenfant and Bernice Diggins were selected as the Nashua Rotary West Exemplary Employee of the year for 1995. They received their awards at a ceremony at the Sheraton Tara Hotel in January 1996.

City Hall Building Maintenance

Building Manager	**"James" R. Duchesne**
Custodian II	**Roger J. Bertrand**
Custodian	**Robert C. Fernandes**
Custodian	**Marcel J. Beaudoin**

At best, the attempt has simply been to maintain the "status quo." The building maintenance and cleaning staff continues to operate at 70% of the previous staffing level. Although the new administration supported the department request to replace one of the night time custodians, the Budget Committee did not support the request. The result is that it is common for one custodian to be alone in cleaning and securing the building. This situation not only results in some cleaning work not being accomplished, but has been an ongoing concern for the sole individual's safety and security. A cellular phone for emergency notification was recently acquired to alleviate some of the concern. In spite of reduced funding and staffing the building continues to reflect the pride and dedicated work of the building maintenance staff.

MANAGEMENT INFORMATION SYSTEMS

Director/Technology	**Louis H. Simmons**
Resource Manager	**Michael Roy**
Systems Analyst/Development Specialist	**Luann Moore**
Systems Analyst/Development Specialist	**Mary Crawford**
Systems Analyst/Development Specialist	**Kerri Lunn**
Application/Analyst - Programmer II	**Doreen Beaulieu**

MIS had a very productive year with a total of $1,629 requests for services processed. This represents an increase of 61% over FY95.

MIS works closely with all City Divisions and Nashua Schools to meet the needs and requirements for Enterprise and Departmental Systems. The Hardware and Software resource consists of a Digital Equipment Vaxcluster with 11 Microvax CPUs and Winchester Technology based disk storage (26 Gigabytes). ADMINS, a 4th generation relational database development tool is the primary applications development tool.

Departments have installed P/C based LANS utilizing MICROSOFT software that will be directly connected to the City Wide cluster resources in the future.

ACCOMPLISHMENTS

P/C Based Resources:

- Installed 10 peer-to-peer PC networks. This included cabling, installation of software, setting up protocols, mail, fax capabilities for: Street Department, Planning, Purchasing, Mayor's Office, legal, Nashua Transit, Risk Management, Human Resources, Assessor's Department and Welfare.

- Involved in Virus issues in P/C's across many Departments resulting in improved awareness and guidelines for mandated virus P/C based software.

- Worked with Departments to provide Cluster based data downloads for LAN analysis in spreadsheets and database products such as ACCESS.

Police Based Systems:

- Initial development of Police CAD-Computer Aided Dispatch system including call taking, dispatching, desk sergeant, approval process, supervisory process, file maintenance screens, manual process issues.

- Project defined for Mug Shot Process utilizing digital cameras and P/C based software. Will interface with CAD and other Police Systems in future.

- Police premise wired for P/C based LAN and cluster based resource integration in FY97.

- Project defined for Police Imaging and Workflow Project to be implemented in FY97.

Fire Based Systems:

- Many enhancements were incorporated into the complex Fire and Rescue systems including; FLSA automated, E-Mail piloted, a module was developed for the Training Division.

Assessors:

- Income and Expense module consisting of screens and reports.
- Abatement module consisting of screens, reports, commands with a tie in to the Tax Collection System.
- Enhanced Building Permit module interface - automatic updates of screens for viewing.
- Developed sales questionnaire reports and screens.
- Significant enhancements to existing modules.
- Many reports and data downloads for customers.

Nashua Schools:

- Developed Board of Education Reports.
- Enhanced Federal Accounting System.
- Automated MS22 FY97 budget and MS25 FY96 actual expenditures.
- As part of FY96 budget and accounting process, developed significant resources across all areas including accounts payable, purchasing and control issues.

Human Resources, Payroll and Risk Management:

- Purchased Hardware and Software for Imaging System for Workman's Compensation Project.
- Created data for utilization by risk consultants, automated rate changes for life insurance, transfer of credit union deductions via file transfer.
- Payroll enhancements including printing at decentralized printers, automatic running of holiday pays, creation of auditing reports.
- Processed union contract changes as required.

Public Works Division:

- Converted payroll from the BPW P/C based system to a centralized cluster based process as all other Divisions utilize.
- Began conversion of Municipal Solid Waste billing and receivable system.
- Produced wastewater analysis reports for management analysis.
- Vaxcluster connection provided for Streets, Park and Recreation and Wastewater.

Financial Management System:

- During FY96 completed a complete re-write of the FMS process.

- Automated 941 and 945 automated federal reporting procedures.

- Implemented significant enhancements across all Financial management Systems as part of the FY96 process.

- Automated journal entries for Wastewater System.

- Developed for the Treasurer's Office enhanced screens for tax posting and developed in VMS based Lotus 123 a Treasury Receipt Payment and Authorization form.

- Developed a file transfer process for tax liens to the County Registry.

Motor Vehicle and Traffic Violations:

- Replaced all MVR printers with new models.

- Automated in VMS based Lotus 123 a process to provide an automated treasury receipt and registration data.

- Upgraded TVB Hardware and Software to Windows based environment.

Other Areas:

- Worked with the Well Child Clinic to meet State of new Hampshire statistical reporting requirements.

- Upgraded NYNEX billing to Bill Manager to enhance process control.

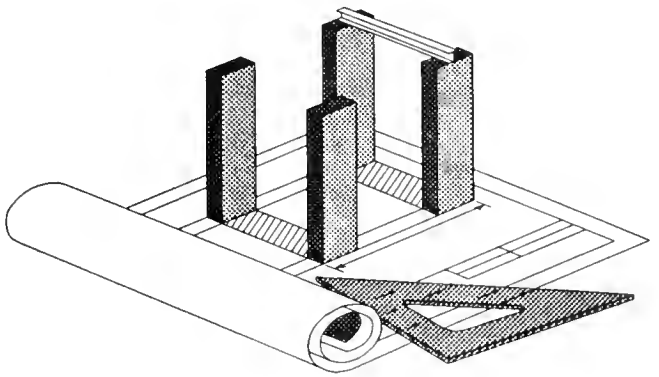
- Implemented Word Perfect Word Processing and Lotus 123 on the cluster for all users.

- Enhanced Building Permit System to track permits in more detail and further automate scheduling process. Automated pass/fail process for certificate of occupancy.

- Assisted Planning with the maps required for the master Plan for the Southwest Quadrant.

- Provided Postal Service compliant addressing and bar-coding services for all bulk mailings.

DIVISION OF PUBLIC WORKS



Interim Director of Public Works — **David H. Hamilton**
Business Manager — **Robin Belanger**

1996 was a year of substantial change in the Division of Public Works. David H. Hamilton P.E., LLS, appointed by Mayor Don Davidson and the Commissioners, was introduced to the division in February of 1996 as Interim Division Director. New members David A. Farr, P.E. and Lucien Roy joined Ansel Grandmaison and Roland Petersen on the Board of Public Works.

Several new policies involving sewerage, drainage, and streets were implemented. Expansion of the Solid Waste facility at Four Hills was begun. Camp Dresser and McKee serving as consultants continued to work on our CSO (Combined Sewer Outfalls) problem as mandated by the N.H. Department of Environmental Services and the EPA. Planning for necessary replacement of our crumbling infrastructure: sewers and roads was begun. Funding for new bridges at Ridge Road, Tinker Road, and Thornton Road was obtained with eighty percent state aid. This construction work will be completed in fiscal years 1997 and 1998.

In an effort to increase efficiency, the offices of the Superintendent of Solid Waste and the Recycling Coordinator were relocated from City Hall's third floor to newly refurbished offices at the Landfill.

After months of hard work and planning the Divisions payroll system (comprising of approximately 240 employees) was decentralized and went on-line in April of 1996 increasing overall process efficiency.

In 1996 all DPW receivables were combined with Nashua Wastewater receivables. A new Municipal Solid Waste billing system was conceived and preliminary programming by the city's M. I. S. Department was started. Completion of this project is expected in fiscal 1997.

The Division of Public Works continues to aim for unexcelled service to its community and the citizens of Nashua.

ENGINEERING DEPARTMENT

City Engineer — **James F. Hogan, P.E.**
Deputy City Engineer — **Jon LeBrun, P.E.**
Deputy City Engineer — **Joseph W. Morrill**

A. STREET ACCEPTANCE

Streets or portions thereof, totaling 0.34 miles were accepted as follows:

Indian Fern Drive	1068	
Salmon Brook Drive	745	
Total	1813	ft or 0.34 miles

B. STREETS DISCONTINUED

Streets or portions thereof, totaling 0.04 miles were discontinued as follows:

Rose Street	213 ft or 0.04 miles

C. SEWERAGE CONSTRUCTION BY CITY

During this period a total of 745 L.F. of Sanitary Sewer was installed as follows:

Location	From	To	Length
Pond Street	Existing Sanitary Manhole	Northerly	125 L.F.
Spit Brook Road	Southbound Ramp Exit 1	Relocation due to Highway Construction	620 L.F.
		TOTAL	745 L.F.

D. PUBLIC SEWERAGE AND DRAINAGE BY DEVELOPERS

SEWERAGE

Location	From	To	Length
Winn Road (dry)	Ridge Road	Sta 9+00	900′
Easement (dry)	Winn Road	Covey Road	300′
Spitbrook Road	Tara Boulevard	Westerly	2,440′
Scott Avenue	Existing Sanitary Manhole	Southerly	130′
Holden Road	Pine Hill Road	South to Existing Manhole	350′
		TOTAL	4,120 L.F.

DRAINAGE

Holden Road	Pine Hill Road	Natural Outlet	260′
Amherst Street @ Northwest Blvd.	Existing C.B.	New Catch Basin	11′
Simon Street	Former Railroad R.O.W.	Will Street	56′
Winn Street	Ridge Road	Quarry Road	370′
		TOTAL	697 L.F.

SEWER PERMITS

A total of 279 sewer permits were issued by the City Engineer's Office as follows:

1. Residential/Commercial Sewer Permits 155
2. New and/or Renewed Industrial Sewer Permits as follows:

Category	Industrial Description	Issued	Renewed
I	Toxic discharge that required pretreatment	0	18
II	Limited toxic discharges that did not require pretreatment	0	2
III	Non-toxic discharges	1	17
IV	Sanitary discharges only	3	83
	TOTAL INDUSTRIAL PERMITS	4	120

HASSELL BROOK DRAINAGE IMPROVEMENTS

In the fall of 1995, improvements were made to the Hassell Brook Drainage system at Almont Street, Lund Road and at a private driveway immediately upstream of Lund Road.

At Almont Street, the existing twin 36" culverts were replaced with a single 60" diameter culvert. At Lund Road, the existing twin 36" culverts were replaced with twin 48" culverts. At the driveway, a single 42" culvert was replaced with a 5′x10′ precast box culvert.

The project designed by the local engineering company, Hayner/Swanson, Inc. will help prevent flooding in the area during heavy rain events.

WASTEWATER TREATMENT FACILITY

Superintendent **Richard S. Seymour, Jr.**

General:

The total flow to the Nashua Wastewater Treatment Facility (WTF) was 5,132,000,000 gallons. The average flow was 14.1 million gallons per day (MGD), with a daily maximum flow of 36.8 MGD and a minimum flow of 4.4 MGD. The total amount of septage delivered to the facility was 444,800 gallons.

The operations budget for Fiscal '96 was $3,959,864. The budget for Fiscal '97 is 3,959,918. This represents a 0.0% increase.

Total Quality Management (TQM) projects for the year, included such items as: odor control system modifications, and improved electrical efficiency audits. Estimated direct savings, as a result of all programs, up to this date, is about $200,000 per fiscal year.

Plant Operation/Maintenance

The WTF disposed of 38,368,390 lb. of filter cake. This equals 1,887 truck loads. The WTF disposed of 20 - 25 % of the weekly production of the filter cake at the Merrimack, NH compost facility starting in May of 1996. During the period of July 1995 to November 1995, disposal of filter cake was handled by BFI (30% of the weekly production).

Major equipment purchased during this period included a 25 kW portable generator, a pump station service vehicle, drive heads for # 3 and #5 primary settling tanks and a personal computer.

Major projects for the year included: connection of the two stage odor system for sludge storage to the main odor system, electrical upgrades of the Spaulding St. pump station, and umbrella spray system for the primary settling tanks.

Laboratory:

Laboratory personnel handled over 7,000 samples and performed 22,000 tests. The laboratory also performed analysis for outside customers for a total income of $5,849. The industrial pretreatment program issued 128 Industrial User Permits and performed 111 industrial samplings and 44 inspections.

MUNICIPAL SOLID WASTE

Superintendent — **David Allen**
Operations Manager — **Ron Jenkins**

During FY96, the Solid Waste Department reached several major milestones:

- Final closure of the Shady Lane Landfill and installation/operation of the gas extraction system was completed in time for the New Searles School to reopen on schedule.

- The Four Hills Landfill expansion permit from the New Hampshire Division of Environmental Services was approved. Phase I of the landfill construction began in late FY96. This facility, to be operational in 1999, will provide the City with at least 20 years of additional landfill capacity for local residential and commercial solid waste.

- Construction of the Four Hills Landfill Gas-to-Energy facility was completed and operation began mid-year. This facility extracts gas from the landfill and generates approximately 3.5 MGW of electricity sold to area utilities while providing the most effective available odor control benefiting the entire neighborhood.

- The Department received a permit for the construction and operation of the State's first and only Permanent Household Hazardous Waste Collection Facility. This facility will allow area residents and some small business to properly manage hazardous waste conveniently, safely and inexpensively.

- The Solid Waste Department completed construction of new offices located at the Four Hills Landfill. This construction was completed entirely with City forces from the Street Department demonstrating the dedication, skill and versatility of the DPW Work force.

PARK AND RECREATION

Superintendent	**Frank W. Dorsey**
Recreation Supervisor	**June Caron**
Park Foreman	**Robert Beaucher**

The Park System encompasses 800 acres. Included are 32 athletic fields; three outdoor swimming pools; tennis courts at five locations; eleven ice skating rinks; Holman Stadium; Greeley Park, which has a Performing Arts Shell; 24 horseshoe pits; eight outdoor basketball courts; and numerous playlots and playgrounds. Additionally, there are two boat launches, garden plots, walking/hiking trails, mini-parks/leisure areas and a refurbished "grove" on Salmon Brook.

A unique attribute was added to Greeley Park with the dedication of a sensory garden, developed in conjunction with the Nashua Garden Club and Perkins School for the Blind.

A new Tot Lot was given by the Nashua Exchange Club for Greeley Park, along with a building which houses the Freedom Trail plaques.

The Rotary Club has given a new brick walkway at Greeley Park which is an outstanding new feature at the Park.

A new area of approximately 7 acres will come on-line in the spring of 1997 at the Yudicky Farm. Two softball fields are under construction with fencing. Lights will be added to one of these fields.

Demand for youth recreation has paralleled the demand for classrooms. In addition to youth, there is an apparent increase in requests for activities for all age groups, with the young adult and seniors becoming more active. Space, however, is fully utilized. And each year it is more difficult to meet the needs of all groups. Use of facilities is high, and idle time for restoration and rehabilitation of fields is at a minimum.

The department personnel resource is declining and part-time seasonal help is off-setting this trend. A flat budget for four years has necessitated cooperative programs with some user groups. Consideration is being given to "adoption" programs at certain facilities. Personnel continue to assist with City tree maintenance and snow plowing. The nursery at Greeley Park had another good year with the tree program for residents.

Reports from the State of New Hampshire and others indicate that demands for active and passive recreation will increase in the next twenty-five years at a rate exceeding the population growth. And that the age of the people desiring opportunities for recreational participation will also increase. This growth in numbers, with its changing participant profile, forecasts a need for more facilities.

New Tot Lots have been completed at Sargent Avenue, Temple Street and Salem Street. Lincoln Park's lower field has been completely renovated for a new Pop Warner Football field and Lacrosse complex. Upper Lincoln Park has been completely renovated and, when completed, will host three fields for youth baseball.

STREET DEPARTMENT

Superintendent	**James L. Hall**
Operations Manager	**Dennis Aussant**
Facilities Manager	**Scott Pollock**

During the past year the Traffic Department and Parking Lots were realigned with the Street Department. We also remodeled the front office.

Let it snow, Let it snow, and it did. We were buried this past winter and were very thankful for a great January thaw.

Major projects undertaken by the Street department are as follows:

1) Rebuilt and added a turn lane on Canal Street at Chandler Street.

2) Rebuilt Pine Street between Ledge Street and West Hollis Street.

3) Repaved the street and rebuilt sidewalks on Amherst Street between Bruce Street and Broad Street.

4) Continued working on Taylor Road and Harbor Avenue.

TRAFFIC DEPARTMENT

Superintendent **James L. Hall**
Operations Manager **Scott Pollock**

During fiscal 1996 the Traffic Department experienced many changes. In August of 1995 Lucien Roy, after 18 years of service retired as Traffic Supervisor. When Mr. Roy started with the department, mechanical signal controllers were the standard. Today the traffic control equipment is computer operated, state of the art equipment. Lucien Roy was responsible for this transition. Lucien was known for his quiet and effective management technique and for his fiscal responsibility. In the spring of 1996 the Board of Public Works completed the reorganization to the departments management. This reorganization placed the department in the Street Department and under the direction of the Superintendent of Streets.

Many projects were completed by the Traffic Department this year. The pedestrian cross-walk at Cotton Road and Amherst Street was completed and activated. This allows light protected user activated crossing on Amherst Street. On Canal Street the signals from Nashua Drive to Jackson Street were improved. A new cabinet, controllers, and wiring were installed. A right turn lane from Canal Street onto Chandler Street was also added. At the intersection of Pine Street and West Hollis Street a new cabinet and controller were installed.

New technology was tried during the year. The Traffic Department installed a few L. E. D. Traffic bulbs in the signal heads. These units require only 15% of the power of a standard bulb and have equal or superior visual quality. The units are solid state; and have a potential life of 10 years thus eliminating many future bulb replacements. In the future, savings in the cost of electricity for traffic lights could be realized by expanding the program. A new traffic detection device for sensing the presence of vehicles at a traffic light was tried. This device was used where the tradition wire loop in the pavement had failed and the installation of a new loop was now possible due to pavement condition. The device uses micro-wave technology to monitor the presence of vehicles. They can monitor more than one lane at a time.

During 1996, new methods of traffic line painting were tried. The labor was performed by City of Nashua Personnel. Rather than use the water based paint that required painting twice a year, new materials were used. The first was a powdered paint from 3-M. This material is heat applied and has instant curing. There is no problem with traffic pick up of the paint and the life of the finished product is reported to be equal to or superior to the traditional oil based paint. This product was used for cross-walks and stop bars. In conjunction with the Street Department's paving program, STA-MARK tape was applied to the roads. This material was used on Canal Street as part of the reconstruction. Cross-walks, stop bars, and symbols were installed using STA-MARK. Marking life of this product is five to eight years and provides continual high quality performance.

Finally, during fiscal 1996, the new construction at Exit 1 was completed by the State of New Hampshire and their contractor. This intersection was accepted by the City of Nashua and is now part of our inventory.

COMMUNITY SERVICES DIVISION

Division Director	**Dolores Bellavance**
Coordinator, Child Care Services	**Christina Lister**
Manager, Nashua Mediation Program	**Candace Dochstader**
Assistant, Nashua Mediation Program	**Lisa Beaulieu**
Building Manager	**Gerard Deschamps**
Administrative Secretary	**Susan Lapointe**

MISSION STATEMENT

The mission of the Community Services Division is to serve the community by maintaining the well being of its citizens.

ANHEUSER BUSCH OPERATION BRIGHTSIDE

Anheuser Busch Operation Brightside continued again this year upgrading local parks. Temple Street playground has been rehabbed and a donation to the Nashua Mural project was also forwarded by Anheuser Busch.

CAPITAL IMPROVEMENTS

A short-term project to improve efficiency and security at 18 Mulberry Street received an A1 rating. Long-term project for purchase of Vine Street was again submitted and also received a favorable rating.

BOARD OF HEALTH

Board of Health continues to meet each month. A liaison from the Board of Aldermen is also in attendance.

The Director continues to serve on committees at both local hospitals. She participates in the Nashua Area Primary Care Needs Committee. This group has applied and received funding from the health care transition fund to provide more services to the disenfranchised.

District Council meetings are also being held around the state as part of community outreach for public comment regarding changes in healthcare.

Rotary West undertook the brick walkway project in cooperation with the city Parks Department. Many residents have already seen some of their investment installed and it has truly enhanced Greeley Park.

OFFICE OF CHILD CARE SERVICES

The office of Child Care Services established in October of 1987, continues with its objective to facilitate the development of quality, affordable child care programs within the city of Nashua.

The coordinator is responsible for participating in local, regional and state child care initiatives; enhancing and expanding child care resources; coordinating the effort among city agencies for the continued growth of quality child care services; and increasing public awareness of child care needs.

>> Work with the city of Nashua Human Resources Department in the implementation of the city's Dependent Care Assistance Plan for municipal employees.

>> Assist in the development of employee-supported child care initiatives for interested area businesses.

>> Provide technical assistance and information to those interested in becoming licensed child care providers.

>> Facilitate the formation of center-based Director's Network Professional Organization.

>> Provide resource and referral information for the community.

>> Serve on the boards of the School Age Child Care Council, and the Area Agency VI.

>> Support the annual Early Childhood Fair and Week of the Young Child celebration.

The Nashua Child Care Commission consists of fifteen members, is appointed by the mayor and meets monthly with the coordinator to review child care issues, as well as plan the Week of the Young Child Celebration and the Annual Early Childhood Fair.

MEDIATION PROGRAM

The Nashua Mediation Program provided conflict resolution services to four hundred twelve (412) area youths and families last year. An additional seventeen (17) volunteer mediators were trained to work with families referred to mediation.

The Nashua Mediation Program was honored at the annual NETWORK meeting.

In May, the mayor issued a proclamation recognizing mediation week and the continued efforts of over eighty (80) volunteer mediators.

Our department has been working with the Nashua School District on conflict management skills and violence reduction for students on the elementary and secondary levels. Students from Dr. Crisp Elementary School were trained as peer mediators.

The department continues to actively participate on the Nashua Domestic Violence Task Force.

NASHUA PUBLIC HEALTH DEPARTMENT

Chief Public Health Nurse	**Joan W. Schulze**
Medical Director	**Richard M. Slosberg, M.D.**
Nurse Practitioner	**Lynne Weihrauch, ARNP,C**
Public Health Nurse	**Christine Caron**
Public Health Nurse	**Nancy Clayman**
Public Health Nurse	**Joan Cote**
Public Health Nurse	**Maria Gilmartin**
Public Health Nurse	**Beth Guadagnoli**
Public Health Nurse	**Cindy Langevin**
Outreach Worker	**Peter Dal Pra**
Outreach Worker	**Linda Purdy**
CADAC	**Al Matkowsky**
Bilingual/Bicultural Immunization Outreach	**Mildred Ruiz**
Secretary	**Cindy Foisy**
Secretary	**Annette Rowman**
Clinic Assistant	**Elaine Drouin**
Samantha Skunk Program Coordinator	**Mary Gorman**

MISSION STATEMENT

The Nashua Public Health Department is dedicated to the promotion and preservation of public health through the utilization of a holistic approach to the individual, family and community.

The Nashua Public Health Department (NPHD) continues to develop and implement appropriate health programs for the residents as mandated in the City Charter established in 1853.

The child health clinic census is continually fluctuating, but maintains an average of between 500 and 600 children. More low income families are moving into the area. They do not have medical insurance or have an insurance with a high deductible, which they can not pay. Some families receive HMO Medicaid, but many more families do not qualify. Families who have left the clinic are coming back, because employment is down and they have lost their insurance.

The infant 2 week physical exam demand is being met.

Families are so overwhelmed with survival problems that they are at risk for family abuse and neglect. Many parents are children, young teens having babies.

The department received 40 free child safety seats from a GM program. They were given to area residents with instructions regarding the proper use of the seats.

The Nashua Parochial Schools were provided with the services of hearing, vision, scoliosis screenings, immunization and medical record audit review. Health education was offered.

Preschool hearing and vision screenings were offered at 13 centers with 38 children referred for further evaluation.

The Child Development Program CDP is seeing clientele with complicated histories and has a waiting list of children to be evaluated. There has been an increase in the number of children being removed from their families for abuse and neglect.

The CDP clinic coordinator is also the N.H. liaison to Nashua families who have applied for SSI for their children. Hardest are middle class families with seemingly adequate income, but who are losing their homes because of enormous medical bills for their children's needs.

The Play Learning/Parent Support/Home Visitor Program increased its session from 6 to 8 weeks which gave participants more time to establish relationships and build self esteem. A waiting list for participation exists.

Samantha Skunk, an anti smoking program, was introduced to children in Nashua elementary schools. The program was enthusiastically received.

Firearms safety, a program developed at Dartmouth Medical Center Injury Program directed to reduction of firearm injury and death of children and young adults was implemented. The program provides free trigger locks and prevention information pamphlets.

The outreach team continues the community education approach to prevention of HIV. The team is very visible and accepted in the community during street / health van outreach.

Collaboration with other service providers continues to be very important.

The addition of a Certified Drug and Alcohol Counselor to the team who performs evaluations of clients for substance abuse or mental health disorders and refers them to appropriate agencies or hospitals for out-patient or in-patient treatment, provides supportive counseling and case work in helping clients access needed services and conducts support groups in which recovery issues or relapse prevention are examined.

There is an increase in clients who are dual diagnosed i.e. have a substance abuse and a mental health disorder who may be infected with the HIV.

The Immunization Program initiated a movement to increase immunization rates of children under 2 years to the 90% level set by Healthy Goals 2000. The rates of appropriately immunized children by age 2 years increased slightly in Nashua this year. A bicultural/bilingual outreach worker was hired and community participation enlisted in the movement. Immunization publicity was increased.

Center for Disease CDC satellite conferences regarding Epi demiology, Prevention and Control of Vaccine-Preventable Diseases were offered to health professionals. Murray the Moose was welcomed to the NPHD as a presage of the immunization program initiatives.

Influenza vaccine was offered to seniors, at risk persons and municipal employees.

Chlamydia and Gonorrhea continue to be major diseases seen in the Sexually Transmitted Disease Clinic, especially in young adults. Several cases of latent syphilis were also seen. A higher risk population has been accessed because of outreach van activities. An increase in the number of persons positive for Hepatitis B has been identified. With each case, children were at risk and prevention therapy initiated.

The HIV Counseling and Testing Program has seen a consistently full patient load. The past year we have seen an increase in the number of women testing positive. We continue to receive anonymous phone calls from Nashua residents regarding concerns of HIV transmission. The department personnel are being used as a resource by residents. There is an increase in the number of patients being referred by physicians.

There is definitely an increase in the number of patients seeking testing and treatment of HIV/AIDS because they do not have health care. Persons are seeking assistance because the Nashua Public Health Department offers anonymous testing and because services are provided by a knowledgeable and attentive staff.

Many clients are being seen with Tuberculosis infection who are being treated so that the process will not progress to a disease state. Directly Observed Therapy (DOT) is being implemented with clients who are non-compliant. Numerous calls are received requesting information regarding Tuberculosis. Frequent Tuberculosis surveillance activities are undertaken by department personnel to prevent the spread of disease.

OTHER

The Nashua Public Health Department team members participated in community service organizations; Southern NH HIV/AIDS Task Force, Neighbor to Neighbor Clinic, Head Start, Greater Nashua Child Care Center, Gateway Family Health Center, New Hampshire Network Public Health Association, Hispanic Network, Minority Health Coalition, Early Intervention, and Nashua's Partnership for Tobacco Free Youth.

NH Technical Institute students and Medical students from Dartmouth were precepted by Dr. Richard Slosberg. Rivier College observed and participated in department activities.

A children's Christmas Party was supported by Anheuser-Busch. Senior Citizens knitted hats and mittens for the children.

The department holds Clinical Laboratory Improvement Amendment, Pharmacy, Home Health Care Provider and Health Clinic licenses.

Health education and consultation is provided to individuals, persons in groups, service organizations, industries and schools regarding health issues, in order to fulfill its responsibility of preventing disease and promoting health/wellness in the community.

The department continues to seek supplementary funding to support necessary services from grant sources. Present grantors are the N.H. Bureau of Maternal and Child Health, the N.H. Bureau of Special Medical Services, Hillsborough County 5% Incentive Funds and the Children's Trust Fund.

In order to continue providing the excellent level of services, team members attend appropriate educational opportunities. The team continues to meet the challenges of staying on the trail of infectious diseases, teaching healthy behaviors and the value of prevention and health promotion.

ENVIRONMENTAL HEALTH DEPARTMENT

Health Officer	**Michael V. Tremblay**
Laboratory Technician	**Heidi Peek**
Environmental Technologist	**Thomas Livingston**
Sanitarian	**Carrie Latour**
Sanitarian	**Jane Ouellette***
Secretary	**Linda Alukonis**
Summer Rodent Control	**Steven Murray (95)**
	James Lister (95-96)
	Katherine Brodeur (96)
Summer Laboratory Technician	**Robert Pereira (95)**

***Resigned September 29, 1995 - replacement not funded**

The department has continued to operate all its inspectional programs as required. Major emphasis continues to be in the areas of food service sanitation, swimming pools and spas, individual sewage disposal systems, daycare inspections and environmental complaints. The department continues to provide public education in the form of food service seminars to business establishments, speaking appearances at local schools and to civic organizations.

The Annual Swimming Pool/Spa Seminar was also presented this year at the Nashua Boys and Girls Club.

Major concerns of public awareness this year as evidenced by inquiries to our office were in the areas of rabies, E-Coli bacteria, indoor air quality and Lyme disease. Public interest has stemmed from the major coverage of these topics by newspaper articles and television specials.

One of the major projects that the department has been involved with over the last year has been the asbestos related problem at the former Johns Manville building and the funding for the demolition of the site. Numerous meetings, site visits and proposed plan reviews have been conducted by Federal, State and Local agencies as well as the public to address the problem. Some asbestos and hazardous waste abatement has taken place at the site.

Participation and Training for Environmental Health Department Staff :

City Wide Safety Subcommittee.
Board of Housing Appeals.
City Communication Committee.
N.H. Quality Assurance and Peer Review Initiative on Daycare.
Tree Street Development Task Force.
Sara Title III.
State Certification of Laboratory.
N.E. Food and Drug Annual Food Protection Seminar.
Inservice Training on Bloodborne Pathogens.
Indoor Air Quality Training at Harvard School of Public Health.
Several Food Service Training Seminars.
Sludge and Septage Management.

WELFARE DEPARTMENT

Welfare Officer	**Robert W. Tamposi**
Case Technician	**Edward Roach**
Account Clerk	**Therese Charest**
Administrative Secretary	**Marie Savage**

City Welfare provides general maintenance level assistance by voucher to anyone who is income eligible, without regard to category.

The regions unsteady economy continued to effect city welfare expenditures. Although the department observed more clientele finding temporary work, these employment opportunities paid mostly minimum wages resulting in larger family units still qualifying for assistance. Unemployment compensation rates for the Nashua area also decreased since many had exhausted their benefits. Those who did not qualify for other assistance programs for whatever reasons, continued to seek help through the city.

Welfare reform was a major topic of concern to cities and towns during the year. Though no formal federal or state reform plan saw the light of day, cities and towns were concerned how federal/state reforms would effect local caseloads and expenditures. A legislative bill sanctioning repeat voluntary job quitters from local welfare assistance passed the legislature.

The Welfare Department continued to require able bodied recipients to work for their benefits. The program was also available as alternative sentencing by the courts.

The Welfare Officer by ordinance, serves as chairman for the Board of Housing Appeals. Other memberships include the Executive Committee of the New Hampshire Local Welfare Administrators Association and the Southern New Hampshire Aids Task Force.

COMMUNITY DEVELOPMENT DIVISION

David S. Boesch, Jr. **Director** (Resigned end of Fiscal Year)

Significant progress was realized through the year ended on a number of priority projects. The City increased the number of Quality Improvement Teams working on a broad range of projects, and continued its efforts to train more employees in the tools and methods of Continuous Improvement. Interdepartmental, "cross-functional" teams were formed to evaluate such functions as the purchasing system and the need to improve the capability to calculate and communicate the status of the current fiscal year budget and prepare multi-year financial forecasts.

The City, in collaboration with the Greater Nashua Center for Economic Development, re-hired SPIRAL Communications to better promote the City and region to specific business sectors, that would find this area a particularly attractive location in which to relocate or expand operations by the use of targeted publications in *Red Herring* magazine.

The Community Development Division ended the year on budget, and having experienced a substantial upturn in economic conditions and development-related activity. The pace of development review and new construction quickened in the first half of 1996, portending a busy construction season as we enter the new fiscal year.

PLANNING AND BUILDING DEPARTMENT

Roger L. Houston, AICP	**Planning and Building Director/Manager**
Mark Fougere, AICP	**Deputy Manager Development Review**
Michael Yeomans, AICP	**Deputy Manager Zoning**
Mark Archambault, AICP	**Planner II**
Jean Lyons	**Administrative Assistant II**
Linda Taylor	**Administrative Assistant II**
Lori Dwyer, Clerk Typist	(Shared position with Urban Programs Department)
William P. Walsh, CBO	**Code Official**
Michael Santa, CBO	**Plans Examiner**
Albert J. Finethy	**Building Inspector**
Francis Leahy	**Electrical Inspector**
Tedd P. Evans	**Plumbing Inspector**
Bruce W. Buttrick	**Mechanical Inspector**
Sandra Bastien	**Building Clerk**
Donna Worcester	**Building Clerk**

Responsibilities and functions of the Nashua Planning and Building Department encompass a wide spectrum of topics and issues ranging from review of current development plans and building permit and certificate of occupancy issuance to conducting long range comprehensive planning aimed at guiding future development and promoting responsible managed, quality growth within the community. The Department is committed to total quality through continuous improvement in our operations.

For the first time in the City's history, all the professional planners are certified by the American Institute of Certified Planners (AICP). Nashua continues to promote quality and sound land use planning with the objective of protecting valuable natural resources, planning for necessary future public infrastructure

improvements, and working toward achieving a proper balance of safe, attractive and fiscally sound development.

The Planning and Building Department provides technical expertise and services in an advisory capacity to the Nashua City Planning Board, the Zoning Board of Adjustment, Capital Improvements Committee, the Building Code Board of Appeals, and the Board of Aldermen and its various committees through the development of land use policies, resolutions, and ordinances. In addition, the Department provides, when possible, professional support services to the Nashua Historic District Commission, the Nashua Conservation Commission, Nashua Heritage Trail Committee, Urban Trails Committee, Facilities Committee, and others as requested.

In addition to its regular daily functions and responsibilities, the Planning Department provided assistance to and initiated the following special processes, projects, reports, analyses, and studies during Fiscal Year 1995-6:

Staff Reports: Over Fiscal Year 1995-6, the Planning Department completed 133 detailed reports or reviews on site and subdivision plans for the Nashua City Planning Board. The reports are delivered to the Planning Board prior to the meeting date. This process gives the Board better information to assist them in their decision process. Also, the Department provided the Zoning Board of Adjustment reports on use variances to aid in their decision process.

Automation of Records: The Planning Department is continuing its automation of its record system. Stephanie Bouchard, a volunteer from the community has and continues to graciously give her time in helping the Department achieve this long term objective. This process and completed system to date has been a useful tool to quickly retrieve information on past development applications and provide more timely assistance to our customers. ("Thank you" Stephanie for *all* your help!)

Capital Improvements Program: The Planning Department is the primary agency responsible for coordinating and preparing the Capital Improvements Budget and Six-year Plan. The Capital Improvements Committee is a subcommittee of the Planning Board established by City Charter which annually recommends a fiscal year capital improvements program outlining long range needs and anticipated expenditures.

Bond Rating Preparation: The most current statistics available were obtained for preparation of Nashua's Official Statement; including, history, population, economy, planning and development, housing costs, employment base, largest employers, retail sales, unemployment, building permits, and state tax receipts. This information and that contained in the Capital Improvements Plan was a contributing factor in the City obtaining a favorable interest rate on its bond issues.

Master Plan: The Southwest Quadrant Master Plan update and the Trails Master Plan Element were adopted by the Nashua City Planning Board on June 6, 1996.

Development: The Planning and Building Department reviewed the plans and construction of the redevelopment of Westside Plaza adding new 30,000 sq. ft. for Marshall's and an expansion of Market Basket; Oasis Imaging 80,000 sq. ft. office and manufacturing; Teradyne Inc. added a 20,250 sq. ft manufacturing; a 3,200 sq. ft gas to energy facility at the City's 4-Hills landfill; a 28,440 sq. ft. office/retail at Sky Meadows; a 21,526 sq. ft. addition to the lab at Lockheed Sanders; a 30,800 sq. ft. addition to Twin Mountain Water Inc.; a 15,040 sq. ft. Osco Drug store on Main Street; a 29,400 sq. ft. Barnes & Noble bookstore; a 2,513 sq. ft. Bruegger's Bagels; Oracle Software a 120,000 sq. ft. R & D building; a 19,673 sq. ft. Pep Boys auto parts/repair; a 2,490 sq. ft. addition for Tweeters electronics; a 3,820 sq. ft. addition to Nim-Cor manufacturing; a 5,876 sq. ft. addition and general facelift to Southgate Plaza; a 10,032 sq ft. conversion from residential to office; addition of 8 classrooms, stage, and gym to Dr. Crisp Elementary City School; addition of 8 classrooms, office expansion, and cafeteria enlargement to Bicentennial Elementary City School; a 6,500 sq. ft. addition to

Peter's Nissan Auto Dealership; 3 private airport hangers at Boire Field Municipal of 10,080, 9,450, and 9,900 sq. ft.; 6,416 sq. ft. additions to Hampshire Chemical; a 34,560 sq. ft. addition to Lowell Paper Box Co. manufacturer; Balzers-Pfeiffer a new 24,220 sq. ft. R & D and manufacturing; and a 12,312 sq. ft. office building at Trafalgar Square. In Fiscal Year 1995-6, there were 220 new residential units added to the City.

Miscellaneous Fees and Contributions: The Department started assessing and collecting school impact fees adopted this fiscal year by the Board of Aldermen. In addition to this, the Department administers the collection of street light installation costs for new subdivisions/site plans; sidewalk contributions and the Heritage Trails (UTA) fund accounts.

Transportation: The Planning Department continues to be an active member of the Nashua Area Transportation Study (NATS) Technical Advisory Committee. This Committee membership consists of representatives from the region's municipalities, and the state/federal transportation departments. The Department also assisted in working with the City's consultants on the Broad Street Parkway and the HSI traffic study of Spit Brook Road corridor completed in May 1996.

Construction: During Fiscal Year 1995-6, the Planning and Building Department issued 1,810 building related permits. Total structural building permits totaled 944 with a construction value of $64,626,018. The Department conducted 8,528 inspections in the issuance of these permits. The summary of this construction activity is listed below:

New Residential Housing	Number of Buildings	Number of Units/Rooms	Valuation of Construction
Single family detached	103	103	$7,779,595
Single family attached	9	9	735,000
Two-family buildings	1	2	200,000
Five or more-family buildings	3	106	6,416,362
Total new residential housing	*116*	*220*	*$15,130,957*

New Non-Residential	Private Buildings	Public Buildings	Valuation of Construction
Service stations, repair garage	***1***	***-***	***$400,000***
Offices, banks, professional buildings	***2***	***-***	***4,700,000***
Public works, utilities	***1***	***1***	***4,165,000***
Stores, customer services	***8***	***-***	***6,303,000***
Other nonresidential buildings	***39***	***-***	***1,057,872***
Structures other than buildings	***17***	***-***	***304,700***
Total new non-residential	***68***	***1***	***$16,930,572***
Additions/Alterations/Conversions			
Residential			***253***
- $4,497,169			
Nonresidential, nonhousekeeping	***198***	***4***	***26,034,012***
Additions of residential garages/carports	***25***	***-***	***341,656***
Total additions, alterations, conversions	***476***	***4***	***$30,872,837***

Demolitions/Razing of Buildings	Number of Buildings	Number of Units/Rooms
Single family houses	8	8
Two-family buildings	1	2
Three and four family buildings	4	13
Five-or-more family buildings	1	6
All other buildings/structures	16	2
Total demolitions/razing of buildings	*30*	*31*

Construction valued $500,000 or more

Commercial - New	118 Spit Brook Rd (Oracle Corporation)	$4,500,000
Commercial - New	830 West Hollis St (methane recovery system)	4,000,000
Commercial - New	1617 Southwood Dr (Oasis)	1,500,000
Commercial - New	235 Daniel Webster Hwy (Barnes & Noble)	1,500,000
Commercial - New	274-276 Amherst St (Pep Boys)	1,200,000
Commercial - New	331 Main St (Osco Drug)	1,000,000
Commercial - New	168 Main Dunstable Rd (animal hospital)	515,000
Commercial-Addition/alteration	65 Spit Brook Rd (Lockheed Sanders-NEC)	4,500,000
Commercial-Addition/alteration	4 Pittsburgh Ave(Teradyne)	1,620,000
Commercial-Addition/alteration	65Spit Brook Rd(Lockheed Sanders-Area C)	1,500,000
Commercial-Addition/alteration	23 Simon St (Teradyne)	1,100,000
Commercial-Addition/alteration	26NorthwestBlvd(Marshall's/Westside Plaza)	780,000
Commercial-Addition/alteration	327 DanielWebsterHwy (Jordan's Furniture)	684,251
Commercial-Addition/alteration	30 Temple St (One Indian Head Plaza)	634,000
Commercial-Addition/alteration	34 Cellu Dr (Twin Mountain Spring Water)	500,000
School - Addition/alteration	27 Cleveland St (Fairgrounds Junior High)	5,400,000
Residential - New	101 Burke St (Wagner Court - elderly housing)	3,416,362
Residential - New	14 Mountain Laurels Rd (Sky Meadow)	1,500,000
Residential - New	18 Mountain Laurels Rd (Sky Meadow)	1,500,000
Residential - Addition/alteration	10 Allds St (John Hunt Building)	1,105,417
Residential - Addition/alteration	Vagge Dr and Burke St (Vagge Village)	552,400

Total building (structural) permits issued: 565 residential and 379 commercial **944**

Total construction value for permits: **$64,626,018**

Includes:

126	Signs	
154	Miscellaneous/Out of Scope	$1,366,652
1	Mobile home	35,000
6	Mobile home replacements	290,000

Total all building related permits **1,810**

URBAN PROGRAMS DEPARTMENT

Paul Newman	**Manager**
Sarah Hinsley	**Housing Rehabilitation Coordinator**
James Malone, III (Resigned April 1996)	**Projects Specialist**
Jerry Miller	**Contract Specialist**
Robert Hatch (Retired May 1996)	**Chief Housing Inspector**
Thomas Malley	**Housing Inspector**
Ron Miller	**Housing Inspector**
Alan Manoian	**Downtown Specialist**
Lori Dwyer	**Clerk-Typist II**

Background

The activities of the Urban Programs Department are principally targeted to the following, reflecting the mandates of the Federally-funded programs and City ordinances which the department administers:

- affordable and decent, safe housing
- emergency shelter for the homeless
- transit services for the mobility-impaired
- facilities and services to provide services, such as education and job training, health, nutrition, and recreation

The Department focuses its efforts on inner-city neighborhoods and the downtown, to assist in revitalizing them and eliminate substandard housing and blighting influences. This effort is enhanced with housing code enforcement responsibilities belonging to Urban Programs and the presence of the Downtown Specialist. Many of the department's activities are accomplished with the cooperation and participation of other City agencies, such as the Public Works Department, Building and Planning Departments, and the Nashua Housing Authority, and various non-profit organizations.

The Department also oversees the operation of the Nashua Transit System (NTS).

Statistical Highlights of Fiscal Year 1996

The Department oversaw expenditures totaling $2,959,304 in Fiscal Year 1996, compared to $3,329,921 in Fiscal Year 1995. Over 60% of these funds were Federal grants. Community Development Block Grant funds in the amount of $887,110 were expended in Fiscal Year 1996. The transit system was operated at a cost of $1,060,936, down from $1,063,533 in Fiscal Year 1995, while increasing their level of service; $282,479 was expended on capital transit items. The volume of housing rehabilitation was $806,055 compared to $1,535,479 in FY95.

Achievements

Sidewalk Reconstruction

Reconstruction of Pine Street, between Central and West Hollis was completed. Reconstruction of Harbor Avenue, Lyons and Allds Streets began. [DPW acted as General Contractor for these projects]

Opportunities Acquisition Program

A demolition and site clearance was completed for 57½-59½ Pine Street,7 Salem Street, 32 Canal Street and 80 Canal Street.

HOME

Fiscal Year 96 saw the acquisition and rehabilitation of 13 units of affordable housing. One of these is the Rotary Apartments owned by Harbor Homes, Inc. and funded, in part, through a grant from Rotary West of Nashua. HOME commitment amounted to $1000,000 with total expenditures from all sources of $681,420.

Housing Code Enforcement
Regular enforcement of the housing code standards for occupancy of residential structures lead to the performance of 1,719 inspections, issuance of 1,360 warnings, and 509 citations of violation of the code. Ninety percent of all warnings and citations resulted in action taken by the owner to correct the conditions. During this period, seven condemnations were issued.

Housing Improvement Program (HIP)
In FY96, one three-family, two-family and three single-family buildings were set-up. Completed were the three-family, one two-family and one single-family.

121-127 West Pearl Street
Sponsored by Southern New Hampshire Services. This was a renovation of the upper floors to provide forty units of affordable, "transitional" housing for women. This renovation was completed during FY96 and will preserve the historic look of this Victorian era, mercantile building.

Transit
The Department continued to provide support to the Nashua Public Bus Transit Commission in the oversight and administration of the fixed-route (Citybus) and paratransit services. The following are the highlights for NTS during the year:

1. Five new paratransit vehicles became operational.
2. Citybus TV commercial was produced and played on Nashua Cablevision networks.
3. The long term disability insurance premium was reduced by nearly 46% while maintaining the same level of coverage.
4. The free Downtown Lunch Express became operational on June 10, 1996. It operates from 11:00am-2:00pm, Monday through Friday.
5. The NTS staff installed 200 new bus stop signs throughout the various Citybus routes.
6. Route 6 Express service began between downtown Nashua and South Nashua so that the South is served by a bus every 30 minutes.
7. Saturday service hours were expanded by two hours.
8. New service was inaugurated three times daily to the new Shop & Save Supermarket on Coliseum Avenue.
9. A complete, up to date, inventory of all transit equipment was conducted.
10. A new Ride Guide, with color coordinated route schedules and route maps, was published and disseminated.

Daily weekday ridership during the year was 1,100; the average was 869 on Citybus, down from 934 in FY95, and the average on paratransit was 231, down from 240 in FY95. The latter reflected the concentration on disabled clients, as mandated by the Americans with Disabilities Act. The decline in ridership for FY96 can be attributed to the unusually harsh winter. Saturday ridership during FY96 was 349; the average was 332 on Citybus and 17 for paratransit. Both Citybus and paratransit operate on a limited hours schedule on Saturdays.

Eric Meyerson continued in the capacity of General Manager, Lori Lorman as Assistant GM, and Kevin Randall as Director of Maintenance.

Downtown Improvement Strategy
The special public events calendar introduced in the first program year has served as the fundamental driving force behind the social renaissance of Downtown Nashua. The events included: The Downtown Winter Holiday Stroll, The Taste of Downtown Nashua, The Downtown Spring Awakening Festival, Thursday Night Streetlife, Main Street Nashua Twist the Night Away!, The Nashua Indian harvest River Festival and the Nashua Flower Show at the Hunt. These events have assisted in bringing Downtown businesses together in a working partnership.

ANNUAL HOLIDAY DOWNTOWN STROLL

A welcome to winter's holiday fun....

NASHUA CITY PLANNING BOARD (NCPB)

Jody Wilbert	**Chair**
Bette Lasky	**Vice Chair**
Richard LaRose	**Secretary**
Mayor Donald C. Davidson	**Ex-Officio Member**
William "Torry" Hack, Alderman	**Ex-Officio Member**
James F. Hogan, City Engineer	**Ex-Officio Member**
Ken Dufour	**Member**
Linda Wormley	**Member**
Frank Bolmarcich	**Member**
Lynn Healy	**Alternate**
Joseph Foster	**Alternate**
Brian S. McCarthy, Alderman	**Alternate**
Vincent Capasso	**Alternate**

Overview

The Nashua City Planning Board is comprised of appointed members charged with assessing various City policies and programs, and advises different agencies regarding public facilities and capital projects or improvements. The Board formulates recommendations on directing the future growth of the City. Preparation and implementation of the City Master Plan are a primary responsibility of the Planning Board. The Planning Board also has legal duty for the review and approval of all plans for the subdivision of land into lots, and all site plans for any new or expanded multi-family, commercial or industrial facilities. On June 6, 1996, the Planning Board adopted the Southwest Quadrant Master Plan update.

Project Review Summary

During Fiscal Year 1995-6, the Nashua City Planning Board, with technical assistance provided by the Planning Staff, reviewed and approved 42 subdivisions and 42 site plans. Also, the Planning Board considered additional resolutions and ordinances and sent recommendations regarding them to the Board of Aldermen and its applicable Committees in Fiscal Year 1995-6.

NASHUA CONSERVATION COMMISSION

Fred Elkind, Chair
Linda Bretz, Vice Chair
Kathryn Nelson, Treasurer
William Barrett, Secretary
David Diamond

Debora Speese
Sara Osborne
Beth Chestnutt
Roger Boyer

The Nashua Conservation Commission reviews fill and dredge permits and land development plans, and makes site walks to further evaluate potential environmental impacts. The Commission then makes recommendations to the State of New Hampshire Wetlands Bureau staff and Department of Environmental Services Commissioner, as well as the City of Nashua Zoning Board of Adjustment. Additionally, the Commission is responsible for protection of the City's natural resources, using the 1991 Wetlands Ordinance as a guide.

This year the Commission participated in several community awareness activities. At the fall Trash Bash at the Four Hills Landfill Recycling Center and at the Earth Day downtown cleanup at Deschesne Park, the Commission made available information about a variety of environmental issues. Commission members are available at these events to answer the public's questions and discuss environmental issues.

Other achievements of the Commission this year:

- The Commission developed a wetlands model to display at events and at the Nashua Public Library. It gives viewers information about the types of plants and animals they might find in a wetland area.
- The Commission received a Certificate of Appreciation for outstanding corporate support from the Society for the Protection of New Hampshire Forests.
- The Commission participated in workshops concerning the Southwest Quadrant plan.
- Several open positions on the Commission were filled.
- The Commission worked with a summer intern hired to assist in the Downtown Connector Rail Trail project.
- The Commission sponsored a Nashua student to attend the Stone Environmental Camp.
- The Commission continued the mitigation process with the State of New Hampshire Department of Transportation concerning the Everett Turnpike project.
- The Commission worked with project applicants to obtain easements for trails where applicable.
- Commission members attended educational conferences, including the Annual Meeting and workshops of the New Hampshire Association of Conservation Commissions.

Meetings of the Nashua Conservation Commission are open to the public and are held on the first and third Tuesday of each month at City Hall.

NASHUA HISTORIC DISTRICT COMMISSION (NHDC)

Alvin Corzilius	**Registered Architect**
Mayor Donald Davidson	**Ex-Officio Member**
William Ross	**Representative of Historic Organization**
Lynn Healy	**Planning Board Member**
Helen Morris	**Resident of Nashville Historic District**
Tim Vadney	**Alternate**
Les Blundon	**Alternate**

On July 9, 1980 the Nashua Historic District Commission was established by the Board of Alderman to enhance, recognize and strengthen Nashua's heritage. The NHDC is responsible for the review and approval of all building permit applications located within the Nashville Historic District. On occasion, the NHDC is also asked to comment regarding applications scheduled before various city boards in reference to the historic significance of properties both within and outside of the historic district.

With technical assistance from Planning Department staff, during Fiscal Year 95/96, the NHDC reviewed and acted upon the following business:

Sign applications:	2 Approved 0 Disapproved
Site plan concept review:	2
Building permit applications:	None

During this fiscal year, Nashua received approval as a Certified Local Government (CLG). This certification is necessary in order for the City to receive special "set-aside" matching federal historic preservation funds. Certification is also important in that worthwhile projects may be undertaken on a city-wide basis, not just within the historic district.

Along with receiving CLG status, Nashua also received its first $7,000 matching grant funds under the CLG program. Developed with assistance from the Nashua Regional Planning Commission, a contract was awarded for the preparation of a city wide area form; an inventory of existing signs in the historic district; and the preparation of a booklet which describes appropriate signage for the district. Not only will this important project begin the process of improving the appearance of the historic district, but will also aid in the preparation of other grant applications that require data on properties of possible historic significance.

ZONING BOARD OF ADJUSTMENT (ZBA)

Kevin McAfee	**Chairman**
Gwen Krailo	**Vice Chairman**
Susan Douglas	**Secretary**
Dennis Drake	**Member**
Stephen Zalewski	**Member**
Joan Meckel	**Alternate**
Richard Dowd	**Alternate**
John Andrick	**Alternate**
Frank Mellen	**Alternate**

Overview

Appointed by the Mayor, the Zoning Board of Adjustment is comprised of city residents to hear and decide requests for variances, special exceptions and appeals of administrative decisions from the Zoning Ordinances. The Zoning Board also serves as the appeal body to decisions rendered by the Historic District Commission. The Zoning Board meets in public session twice monthly except in December.

Summary of Board Action

In Fiscal Year 1995-6 the Zoning Board considered 73 requests for variances, of which 22 were denied; and 46 requests for special exceptions with 1 denial. There were no appeals of an administrative decision.

NASHUA POLICE DEPARTMENT

POLICE COMMISSIONERS

Maurice L. Arel, Chairman
Thomas A. Maffee, Clerk
John P. Stabile, II

SWORN MEMBERS

CHIEF OF POLICE	Clifton D. Largy	**DEPUTY CHIEF OF POLICE**	Donald J. Gross

CAPTAINS	Richard Bailey	**SERGEANTS**	Peter Bouchard
Authorized Strength: 6	Steven Closs	*Authorized Strength:* 18	Donald Campbell
6	Robert Hodges	18	James Eastman
	Kim Johnson		Gerald Evans
	Alan Stuart		Paul Gravel
	James Mulligan		Bruce Hansen
			Douglas Hayes
ADMINISTRATIVE BUREAU COMMANDER	Walter Bausha, Jr.		Robert Johnson
			Michael Jones
			Michael Levesque
			Wayne MacDonald
LIEUTENANTS	William Barlow		Mark Manley
Authorized Strength: 10	James Brackett		Frank Paison
10	Donald Conley, Jr.		Peter Segal
	Stephen Doyle		John Seusing
	Robert Goff		Lyall Smith
	Timothy Hefferan		Douglas Sparks
	John McDermott		Kenneth Wilson
	Daniel Kerrigan		
	Craig Ritz		
	Roger Vaillancourt		

PATROLMEN			
Scott Anderson	Keith J. Enright	Scott Howe	Joseph Molinari,Jr.**
Brian J. Battaglia	Matthew Eskridge	Eden Koerner	William Moore
Karen J. Becotte	Gary Farnsworth	Leonard Kulikowski	John Newell*
Bruce Botelho	Thomas Felch	Jeffrey Lamarche*	Fred Nichols
James Briggs	Barry Fenton	Kevin Landry**	Eric Nordengren**
Dennis Brown	Mark Fidler	David Lange	Jeffery Pangburn
Joseph Brown	John Fisher	John Latulippe	Christopher Peach
Jeffrey Bukunt	Peter Forgione**	Andrew Lavoie	Anthony Pivero**
Robert Carey	Donald Fournier	Michael Lavoie	Jamie Provencher
Michael Carignan**	John Gallagher	Michael Ledoux	Kevin Rautenberg*
Neal Casale	Kurt Gautier	Brooke Lemoine	Richard Reidy*
James Casey	Nelson Gerow	Glenn Levesque	James Rockett
Manuel Castillo	Kevin Girouard**	James Lima	Ronald Scaccia
Scott Childs	Stephen Gontarz	Denis Linehan**	Mark Schaaf*
Jeffrey Connors*	Timothy Goulden	Alexander Llukan	Robert Siebert
William Constantineau	Andrew Hagan	Thomas MacLeod, Jr.	Michael P. Soucy
Kevin Crowley	William Hamilton	James Maloney, III**	Richard Sprankle
Vince Curtis	Craig Hammond	John Marenghi**	Glenn Stagnitta**
Ronald Dickerson	Scott Hammond	Michael Masella	Francis Sullivan**
Daniel Donahue	James Hargreaves*	Martin Matthews	Peter Theriault
Sean Donovan	Mark Hastbacka	George McCarthy	Todd Therrian
Randy Dumais**	Gerard Healey	Raymond McDannell	Ronald Welliver
Douglas Dunham	Sergio Hebra, Jr.*	Richard McDonald	Paul Wesinger
Robert Eastman*	Robert Henderson	Matthew McNulty	Richard Widener

Master Patrol Officers: 75
**Senior Patrol Officers:* 9
***Patrolmen:* 13

Authorized Strength: 110
Actual officers: 109

SECOND YEAR SPECIAL OFFICERS(8)		
Ronald Almeida	James Kennedy	Gregory Tasonis
Francis Bourgeois	Jeffrey T. Maher	John Yurcak, Jr.
Jane Constant	John Murphy	

FIRST YEAR SPECIAL OFFICERS (4)		
David Bailey	Robert Giggi	
Phillip A. Costa	Todd Martyny	

NON-SWORN MEMBERS

MEMBERS	
Parking Enforcement Specialist II	Kathleen Roussel
Parking Enforcement Specialist II	Elizabeth Haskell
Parking Enforcement Specialist I	Vacant
Animal Control Officer	Robert Langis

MERIT EMPLOYEES			
Data Processing Supvsr	Kathy Roy	Executive Assistant	Carol Desrosiers
Fleet Maint. Supvsr	Brian Sojka	Assist. Records Supvsr	Louise Knoll
Records/Comm Div Supvsr	Anne-Marie Hutchinson	Executive Secretary	Grace Gagne

UNION TEAMSTERS			
Data Processing Tech.	Marsha Colburn	Receptionist	Dorothy Cillo
		Louise Corrigan	(1 Vacancy)
Paralegal	Michelle Barton		
Accreditation Manager	Sharon Borstel		
		Clerk Typist II	
Training/Recruiting Coord	Kendra Hastbacka	Lorette Gagnon	Debra Provencher
		Charlene Hafner	Betty Walver
Accounting Supervisor	Karen Smith	Jeanne Lavoie	
Secretary V	Suzanne Bordeleau		
	Theresa Gravel	Assistant Dispatcher	Kim Enwright
		Daniel Archambeault	Kristen Hamilton
Secretary IV	Donna Belzil	Cynthia Bautista	David Lavoie
		Shawn Brewer	Debra VanDervort
Secretary III	Lisa Francoeur	Mary-Jo Cody	(1 Vacancy - Regular)
	Diane Mitchell		(2 Vacancies - Grant)
	Susan Poulin		
		Communications	Janette Lemire
Account Clerk II	Michele Guilbeault	Technicians	Bridget Maguire
		Rhonda Bernier	Carrie Swabowicz
Account Clerk I	(Vacant)	Alethea Chase	Kathy Pacheco
		Donna Demers	(2 Vacancy - Regular)
Auto Mechanic,1st Class	Micheal Norway	Patti Houle	(1 Vacancy - Grant)
Auto Mechanic,2nd Class	Norman Fournier	Jane Leger	
Custodian II	Scott Dowd	Custodian I	Paul Branchi,Jr.
	George Miller		

** = Grant Positions*

NASHUA POLICE DEPARTMENT
STRENGTH TABLE - June 30, 1996

Police Commissioners = 3

SWORN = 146

1	-	Chief of Police
1	-	Deputy Chief of Police
1	-	Administrative Bureau Commander
6	-	Captains
10	-	Lieutenants
18	-	Sergeants
109	-	Patrolmen

MEMBERS UNDER COMMISSION = 3

1	-	Animal Control Officer
1	-	Parking Enforcement Specialists

MERIT EMPLOYEES = 6

UNION CIVILIANS = 41

18	-	Full Time Clerical Personnel
1	-	Grant F/T Communications Personnel
9	-	Assistant Disptatchers
8	-	Communications Technicians
2	-	Auto Mechanics
3	-	Custodians

TOTAL CURRENT STRENGTH: 196

PERSONNEL CHANGES:

Total Authorized: 202 (Sworn: 147; Nonsworn 55)
3 Grant Full-Time Positions
Full Time: 205

STRENGTH & BUDGET AUTHORIZATION TABLES
JUNE 30, 1996

DEPARTMENT MEMBERS	AUTH.	ACT.	DIFF.	CHNG
Sworn:				
Chief of Police	1	1		
Deputy Chief	1	1		
Admin Bureau Com	1	1		
Captains	6	6		
Lieutenants	10	10		
Sergeants	18	18		
Patrolmen, 2nd, 1st	110	109	-1	
SUB TOTAL:	**147**	**146**	**-1**	
Non-Sworn Members:				
Animal Control Off.	1	1		
Parking Enf.Spec.II	2	2		
Parking Enf Spec I	1	0	-1	
SUB TOTAL:	**4**	**3**	**-1**	
TOTAL:	**151**	**149**	**-2**	

DEPARTMENT EMPLOYEES	AUTH.	ACT.	DIFF.	CHNG
Merit Employees:				
Support Personnel	6	6		
SUB TOTAL:	**6**	**6**		
Union Employees:				
Support/Clerical	21	19	-2	
Assistant Dispatchers	9	8	-1	
" " (Grant Positions)	2	0	-2	
Comm. Tech. I	10	9	-1	
' ' (Grant Positions)	1	0	-1	
Mechanic, 1st Class	1	1		
Mechanic, 2nd Class	1	1		
FT Custodians	3	3		
SUB TOTAL:	**48**	**41**	**-7**	
TOTAL:	**54**	**47**	**-7**	

CALLS FOR SERVICE LOGGED

There were 57,305 calls for service logged:

4,709 Persons Arrested
8,140 Reports Made (excluding Arrest Reports)
8,031 Persons Summonsed (excluding w/arrests)
36,426 Non-investigated Incidents

Calls for service **decreased** 5% over 1994

TRAFFIC ACCIDENTS

There were 3,617 traffic accidents recorded
Reported accidents **decreased** 1%
13% of the accidents occurred on **Amherst Street**
42% of the accidents occurred on only 5 **roadways**
Daniel Webster Highway @ Spit Brook Road was the intersection
with the most reported accidents (74)

ARRESTS

There were 4,709 persons arrested
Persons arrested **increased** 11%
DWI arrests **increased** 8%
Drug arrests **increased** 11%

SUMMONSES

There were 8,031 persons summonsed
Persons summonsed **decreased** 8%
Non-Moving Violation summonses **decreased** 18%
Moving Violation **summonses decreased** 21%

INCIDENT LOCATIONS

There were 760 calls for service logged at the
Nashua Police Department (15% decrease)

418 arrests; 61 reports; 5 summonses; 276 non-investigated
25% of the calls occurred in sector 7
40% of the calls occurred on only 17 roadways

CALLS FOR SERVICE BY SHIFT

7:00 am - 2:59 pm	20,548	(decreased 7%)
3:00 pm - 10:59 pm	25,609	(decreased 6%)
11:00 pm - 6:59 am	11,148	(increased 1%)

PERSONS ARRESTED

Arrests	1995	1994	1993	1992	1991	1990	1989	Total
Female	946	879	781	815	887	1,014	1,021	6,343
Male	3,763	3,372	3,288	3,534	3,812	4,313	4,720	26,802
Total:	**4,709**	**4,251**	**4,069**	**4,349**	**4,699**	**5,327**	**5,741**	**33,145**

Females	1995	1994	1993	1992	1991	1990	1989	Total
Asian	16	14	8	7	9	8	6	68
Chinese	1	1	1	2	0	3	2	10
Hispanic	81	66	45	64	49	44	47	396
Indian	6	2	0	4	6	3	5	26
Japapanese	0	0	0	3	0	0	2	5
Black	41	36	32	29	35	44	28	245
White	796	747	687	705	787	910	931	5,563
Unknown	5	13	8	1	1	21	0	30
Total:	**946**	**879**	**781**	**815**	**887**	**1,014**	**1,021**	**6,343**

Males	1995	1994	1993	1992	1991	1990	1989	Total
Asian	42	23	26	23	13	14	22	163
Chinense	3	6	1	7	4	13	9	43
Hispanic	435	382	283	306	288	346	369	2,409
Indian	7	6	14	13	13	28	45	126
Japanese	0	1	1	0	1	1	2	6
Black	217	184	184	219	208	173	185	1,370
White	3,054	2,745	2,764	2,963	3,276	3,727	4,085	22,614
Unknown	5	25	15	3	9	11	3	71
Total:	**3,763**	**3,372**	**3,288**	**3,534**	**3,812**	**4,313**	**4,720**	**23,039**

Male/Female	1995	1994	1993	1992	1991	1990	1989	Total
Asian	58	37	34	30	22	22	28	231
Chinese	4	7	2	9	4	16	11	53
Hispanic	516	448	328	370	337	390	416	2,805
Indian	13	8	14	17	19	31	50	152
Japanese	0	1	1	3	1	1	4	11
Black	258	220	216	248	243	217	213	1,615
White	3,850	3,492	3,451	3,668	4,063	4,637	5,016	28,177
Unknown	10	38	23	4	10	13	3	101
Total:	**4,709**	**4,251**	**4,069**	**4,349**	**4,699**	**5,327**	**5,741**	**28,436**

PERSONS CHARGED

Part I Offenses	Juvenile	Adult	Total
Criminal Homicide	0	0	0
Rape	8	17	25
Robbery	8	7	15
Aggravated Assault	10	27	37
Burglary	23	39	62
Theft	233	313	546
Motor Vehicle Theft	21	6	27
Total:	**303**	**409**	**712**

Part II Offenses	Juvenile	Adult	Total
Assaults	137	634	771
Arson	5	4	9
Forgery/Counterfeiting	0	42	42
Fraud	1	12	13
Embezzlement	0	0	0
Receiving Stolen Property	31	49	80
Criminal Mischief	47	37	84
Weapon Offenses	3	17	20
Prostitution	0	1	1
Sex Offenses	2	20	22
Narcotic Drug Offenses	482	11	259
Gambling	0	3	3
Off. Against Family/Children	0	4	4
Driving While Intoxicated	5	567	572
Liquor Laws	26	53	79
Protective Custody	15	52	67
Disorderly Conduct	29	254	283
Vagrancy	0	0	0
Miscellaneous Crimes	138	699	837
Truants	4	0	4
Curfew	0	0	0
Runaway	141	0	141
Total:	**632**	**2,659**	**3,291**

Total Part I & II Arrests:	**935**	**3,068**	**4,003**

NASHUA FIRE RESCUE

FIRE CHIEF — **RICHARD J. NAVAROLI**
ASSISTANT FIRE CHIEF — **MICHAEL BUXTON**

The mission of Nashua Fire Rescue Department is to save lives and protect people and property from the dangers of fire, smoke, medical emergencies, accidents, hazardous materials, weather-related and other emergencies -- manmade or natural.

We are committed to providing the entire population of Nashua a safe place in which to live, own property, work, conduct business, shop and visit.

The Emergency Service Group pride themselves in the ability to mitigate situations to accomplish our mission through aggressive attacks and prevention efforts. All six Engine companies completed the Emergency Medical Defibrillator Program and have been equipped & trained in using this equipment.

The Statewide Emergency 911 System swap commenced on July 5, 1995. the communication Division worked with telephone and state personnel to complete Fire Rescue and ambulance connections to assure the changeover occurred with no problems.

The greatest number of snow storms in many years left us with many fire hydrants to uncover because of incidents and storms. Many thanks to the citizens and Pennichuck Water for their assistance. Engine 3 at the Spit Brook Road Fire Station was replaced after 15 plus years of service. Three fire stations were subject to N.H. Governor's Energy Grants, these reports will become present and future recommendations. The department's six year plan for deferred building maintenance is in the second year, with roofs completed on three stations and exterior work at Lake Street Station completed.

Many staff officials have attended many seminars, conferences and Emergency Management courses, including the National Fire Academy. The programs taken and information gain is the continuing effort to best accomplish our Mission in the most efficient and effective manner.

TYPES OF INCIDENTS FOR FISCAL YEAR 1996

FIRE EXPLOSION

Structure Fires	167
Outside Structure Fires	26
Vehicle Fires	92
Trees, Brush, Grass Fires:	103
Refuse Fire	41
Explosion, No After Fires	4
Outside Spill, Leak with Ensuing Fire:	
Fire Explosion Not Classified Above:	4
Insufficient Information Avail. To Class Further	
Sub total	**437**

OVERPRESSURE RUPTURE

Steam Rupture	5
Air, Gas Rupture	
Overpressure Rupture Not Classified Above	3
Overpressure Rupture Insufficient Information	1
Sub total	**9**

RESCUE CALLS

Inhalator Call	13
Emergency Medical Call	2,076
Automobile Accident	209
Lock-in	8
Search	0
Extrication	88
Assist the Occupant	106
Rescue Call, Not Classified Above	46
Rescue Call, Insufficient Information	17
Sub total	**2,563**

HAZARDOUS CONDITION, STANDBY

Spill, Leak with No Ignition	200
Carbon Monoxide Problem	132
Explosive, Bomb Removal	2
Excessive Heat	28
Power Line Down	29
Arcing, Shorted Electrical Equip.	109
Aircraft Standby	24
Chemical Emergency	6
Hazardous Condition Not Classified Above	95
Hazardous Condition Insufficient Information	16
Sub total	**641**

SERVICE CALL

Lock-Out	53
Water Evacuation	68
Smoke, Odor Removal	21
Animal Rescue	2
Assist the Police	21
Unauthorized Burning	12
Cover Assignment	39
Assignment Occupant	125
Service Call, Not Classified Above	60
Service Call, Insufficient Information	17
Sub total	**418**

GOOD INTENT CALL

Food on Stove	112
Smoke Scare	204
Wrong Location	5
Controlled Burning	2
Vicinity Alarm	5
Steam, Other Gas Mistaken for Smoke	14
Return in Service before arrival	101
Good Intent Call Not Classified Above	265
Good Intent Call Insufficient Information	73
Sub total	**781**

FALSE CALL

Malicious, Mischievous False Call	179
Bomb Scare, No bomb	7
System Malfunction	762
Unintentional	326
False Call, Not Classified Above	27
False Call, Insufficient Information	17
Sub total	**1,318**

OTHER SITUATIONS FOUND

Type of Situation Not Classified Above	46
Sub total	**46**

Blanks	16

TOTAL INCIDENTS **6,229**

FIRE MARSHAL'S OFFICE

Fire Marshall	**Kenneth Renoux**
Inspector	**Michael Vaccaro**
Inspector	**Brian Donaldson**
Inspector/Public Education	**Richard Strand**
Secretary	**Pat Gerren**

The Fire Marshal's Office is dedicated to the prevention of fires and the life safety of Nashua's citizens. This is accomplished through three major areas: code enforcement, fire investigation, and public education.

Code enforcement ranges from the inspection of existing occupancies to the plan review of new construction projects. Over 384 new projects were either reviewed or inspected this year and nearly 3,400 other inspections were conducted, ranging from simple fire hazards to complex analysis of existing buildings.

Many total quality management concepts continue to be introduced, resulting in increased efficiency and a high quality product. Of particular interest is a computerized work assignment file, which allows easy monitoring of activity. The new computerized fire reporting system also allows hazards to be picked up on immediately rather than waiting for reports to arrive from the six fire stations.

A new category "request for information" has been added, and in the less than six months this area has been tracked, almost 1,600 requests from the public and other agencies have been logged.

An aggressive program of enforcement in the inner-city continues utilizing at times, walking patrols in target areas. This, along with continued monitoring of vacant buildings, is successful and cost effective. In addition, many of our printed materials are now available in Spanish.

Effective monitoring and lobbying of fire safety issues in the state legislature has given this office a strong and credible voice in the legislature. In many cases, pieces of legislation that would have a negative effect on this community have been defeated.

Over 111 fires were investigated by this division. A strong and cooperative relationship with the Nashua Police Department, resulting in many arrests, has kept the arson rate in this city below that of cities of comparable size.

Nashua continues to be a leader in public fire education. A wide variety of programs is available for all age groups. The elementary school "Learn Not To Burn" program is in it's fourteenth year and continues to be an outstanding success. The program is so successful that 10% of all known "saves" in the nationwide program have incurred in Nashua. Two years ago the "Preschool Learn Not To Burn" program was initiated. As difficult times call for alternative funding of programs, we are grateful to the civic and business associations, who have donated funds and materials for these programs, resulting in effective programs at reduced costs. In addition, thousands of fire safety messages in various subjects were distributed.

Division members attended development courses and seminars at the National Fire Academy, St. Anselms College, New York State Fire Academy, National Fire Protection Association, and New England Association of Fire Marshal's, and the Mass. Association of Arson Investigators. In addition, members have taught courses regionally on fire investigations, arson awareness, public fire education and fire service management.

In closing, the Fire Marshal's Office is here to serve you in lessening your chance of being exposed to the devastating effects of a fire. Feel free to contact us at any time with your questions or concerns.

The following is a list of itemized activities during the past year:

NEW CONSTRUCTION

198	Building Permit Applications Reviewed
186	New Building Inspections Made

REQUEST FOR INFORMATION

1,592	Information Given

MEETINGS

1,311	Meetings

INSPECTIONS

257	Places of Assembly
38	Schools
43	Day Cares
55	Foster Homes
12	Health Care Facilities
196	Residential
44	Business Occupancies
20	Mercantiles
30	Industrial Plants
10	Storage Occupancies
1,034	Vacant Buildings
1,087	Fire Hazards
120	Night Checks
70	Other Inspections

FIRE INVESTIGATIONS

111	Fires
17	False Alarms
37	Juvenile Firesetter Conferences
48	Other Investigations
2	Other Conferences for MFA's

PERMITS & FIRE REPORTS

7	Unvented Heater Permits
175	Places of Assembly
44	Storage of Hazardous Materials
8	Blasting
18	Abandon/Removal of U.G. Tanks
3	Fireworks
29	Shows (Carnivals, Circuses, Sporting Events, etc.)
70	Fire Reports to Insurance Companies
41	Environmental Searches
6	Archive Retrievals
1	Other - Copies Only
3	Other - Appeals

11	Other - Fireguard Duty
9	Other - Restitutions

$14,554.57 - Income Received from Permits, Reports, etc.

FIRE PREVENTION SERVICES FOR THE PUBLIC

31	Walking Tours
35	School Smoke Drills
251	Talks Given
188	Press Releases for Fires
423	Press Releases Other
3,129	Monthly Public Service Announcements
395	Public Education Meetings
3	Videos
34	Evacuation Planning
13	Evacuation drills
7	Fire Extinguisher Training
264	Other
2,000	Other - Juvenile Firesetter Awareness Campaign Posters/Flyers
4,000	Other - Juvenile Flyers/Posters
13,000	Holiday Flyer to Christmas Tree Vendors
70	Annual Smoke Drill Packages Sent
1	Public Education at Mall

ENGINE COMPANY ACTIVITIES

11	Wood Stove Inspections
1	Chimney Inspection
164	Single Family Smoke Detector Inspections
612	1+2 Family Smoke Detector Inspections
254	Multi-Family Smoke Detector Inspections
231	Tours of Fire Stations by Groups
6,112	Number of People in Tours
146	Other Inspections
3	Other - Transport Santa
484.5	Total Time Spent on Prevention Activities

FIRE DEPARTMENT STAFF

Richard J. Navaroli		**Fire Chief**
Michael P. Buxton		**Assistant Chief**
John Chesnulevich	**(Group I)**	**Deputy Chief**
Robert Burnham	**(Group II)**	**Deputy Chief**
Eugene Farnum	**(Group III)**	**Deputy Chief**
John Allison	**(Group IV)**	**Deputy Chief**

DEPARTMENT PERSONNEL

ADMINISTRATIVE OFFICE

Richard Navaroli	Chief
Michael P. Buxton	Assistant Chief
Sandra Faucher	Secretary
Earlene Davis	Secretary

MECHANICS

John Marcum	Superintendent
Frank Kenez	Assistant Superintendent
Thomas Stepney	Mechanic

FIRE ALARM

Richard Turgeon	Superintendent
Marc Brodeur	Assistant Superintendent
Kevin Corbit	Lineman

FIRE MARSHAL

Kenneth Renoux	Fire Marshal
Michael Vaccaro	Inspector
Brian Donaldson	Inspector
Richard Strand	Public Education
Pat Gerren	Secretary

TRAINING

Roger Hatfield	Superintendent
Robert Leuci, Jr.	Assistant Superintendent
Mary Pitarys	Secretary

DISPATCHERS

Jeremy Audet	John DuVarney
Fernande Bouley	Charlene Hall
Marc Bouley	John Rafferty
Robert Descoteau	Gail Tronkowski

DEPARTMENT ROSTER

GROUP 1	GROUP 2	GROUP 3	GROUP 4
Amherst Street			
Chesnulevich, John	Burnham, Robert	Farnam, Eugene	Allison, John
Jenkins, Robert	Moreau, Daniel	Rhodes, Brian	Araujo, John
Cronin, Daniel	Anderson, Keith	Miller, David	Mitchell, James
Cote, Douglas	Migneault, Michael	Vermette, Mark	Pelletier, David
Ricard, Ronald	Gamester, Frederick	Duquette, Robert	Deboisbriand, Donald
Blundon, Leslie	Michaud, Leroy	Scire, Robert	Letendre, Michael
Cyr, Stephen	Lajoie, Peter	Hall, Roger	Freire, Joseph Jr.
Borneman, Alan	Varney, Jason	Paris, John	Kass, Michael
Conway, Richard	Henry, Steven Sr.	Atkinson, William	Perault, Thomas
Lake Street			
McAllister, Donald	Huntley, Douglas	Chouinard, Phillip	Hargreaves, Gary
Fitz, Robert	Kobzik, Jeffrey	Waller, Elliott	Dupart, David
Kelloway, Ralph Jr.	Smart, John	Evans, Robert	Hurley, Thomas
Carney, Vincent	Lacombe, Michael	Couturier, Bruce	Soucy, Timothy
Breda, Byron	Bartlett, Russell	Conti, Fred	Dubois, Brian
Barrows, Robert	Wood, Richard	Murtagh, Gary	Wilson, Gordon
Spit Brook Road			
Beaudoin, Joseph	Petrain, Sylvio	Rapsis, James	Suprenant, Arthur
Lingley, Thomas	Cote, Ralph	Vasiliou, Charles	Smith, David
McMahon, John	VonHandorf, James	Courtemanche, Roland	Duval, Keith
Bernier, Richard	Wyatt, Richard	Labrecque, Raymond	Andrews, Wayne
Duclos, Michael	Sage, Ronald	Gerhard, Karl	Weigang, George
	Finnerty, Thomas		
Crown Hill			
McHard, Frank	Morrissey, Brian	DesLauriers, Donald	McNamara, Robert
Gray, Peter	Theriault, Roland	Vaillancourt, Dennis	Edwards, Robert
Cote, John	Crowell, Richard	Maynard, Timothy	Parlon, Lawrence
Chacos, Thomas Jr.	Soucy, Paul	Adams, Craig	Bronson, Gregory
Airport Station			
Galipeau, Steven	Dolan, Michael	O'Brien, Michael	Mansfield, Michael
Paine, Arthur	Varney, Steven	Fauvel, Roland	Marquis, Brian
Gagnon, George	Teague, Daniel	Wilkins, Richard	Doherty, Daniel
Spofford, Donald		Kolden, Erik	Perault, David
Conant Road			
Laughton, Bruce	Leuci, Robert Sr.	Cote, Michael	MacDonald, Glen
Moore, Kenneth	Morse, David	Letendre, Richard	Patti, Anthony
Murphy, Michael	Lamb, Gary	Dobens, Peter	Simard, Matthew
Proulx, Mark	Martinage, Scott	Leuci, Robert Jr.	Farrar, Lee
Walker, George	O'Brien, Cornelius	Kerrigan, Kevin	Sullivan, Michael

DIVISION OF TRAINING

Roger Hatfield - Superintendent

The department continued to spend many hours during the year upgrading the levels of personnel certification. Current certification levels with NHFA of our 162 fire suppression and support personnel are as follows:

FF Level I	3	NHFST Haz-Mat A/O Instr.	3
FF Career Level	9	NHFST Haz-Mat Tech Instr.	1
FF Level II	84	NHFST Haz-Mat Decon Instr.	1
FF Level III	50	Public Safety Dispatcher	8
Driver Operator	22	Haz-Mat Decon	152
Company Officer I & II	16	Haz-Mat Aware/Operational	152
Fire Instructor I	47	Haz-Mat Tech	11
Fire Instructor II	3	Tactical Consideration	26
Fire Instructor III	2	Chemistry of Haz-Mat	12
Fire Instructor IV	1	EMS 1st Responder	152
State Instructor	5	EMS-EMT	21
NHFST Ed Meth Instructor	1	EMS-EMT I	6
NHFST ICS Instructor	1	EMS - Paramedic	1

Along with these certifications, other certifications held by department members include:

IAFC & NFPA Inspection	4	IAAI Certified Inspector	4
Inspector I & II	4	Conway Quality	12

Also, various members hold degrees from college level programs. They are as follows:

Associate Degree		**Bachelor Degree**	
Fire Science	18	Fire Science	1
Fire Protection	12	Political Science	2
Auto Mechanics	3	Physical Education	1
Sociology	1	Psychology	2
Electronics	1	Science/Physics	1
		History	1
		Science	1

Along with these certification programs, the Training Division is maintaining a Competency Based Training Program to keep the membership's competency level high.

We continue to add new video tape programs to the Training Division Library. This past year we added the following:

*Truck Company Operations
*Engine Company Operations
*Confined Space Rescue
*Big Trucks
*Elevator Rescue
*Trench Collapse
*Techniques of Extrication

This brings the approximate number of video tapes to 659 that are used daily to assist in furthering the education of our members and members of other divisions in city government. Some of our tapes are outdated and need to be replaced.

The Nashua Training Ground Facility located on West Hollis Street continues to be widely used throughout the year. All NFR Companies, various other city divisions and mutual aid departments utilize this facility on a weekly and monthly basis. This past year we started to add a Confined Space Entry Training Prop with the assistance of Public Works.

The Nations Fire Service continues to go through changes and encounter new hazards and our firefighters in Nashua are involved in this. The staff of the Training Division are responsible for the training and education to maintain and upgrade our department members to meet these new challenges. We are prepared to carry out this function to assure that our members are competent in protecting the citizens of Nashua and that they can handle any incident they are called upon in a safe manner.

NASHUA PUBLIC LIBRARY

The Honorable Donald C. Davidson, President ex-officio
President of the Board of Aldermen, Claire McGrath, Trustee ex-officio

Board of Trustees

Frank B. Clancy, Chairman

S. Robert Winer, Secretary

Maurice L. Arel
Arthur L. Barrett, Jr.
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Mary S. Nelson
Roger H. Osgood, Jr.

Director

Clarke S. Davis

Assistant Director

Robert C. Frost

Administrative Secretary
Donna M. Cardoza

Barbara L. Maw, Office Assistant

STAFF OF THE NASHUA PUBLIC LIBRARY

BOOKMOBILE

Carol K. Cookson, Supervisor
Eugene V. Dunn, Library Assistant
Yvonne r. Lavallee, Library Assistant

BUSINESS DEPARTMENT

Charles E. Matthews, Supervisor
Karen M. Egle-Gaber, Library Assistant
Leslie Burkel-Powell, Library Assistant
Candice R. Clark, Library Assistant

CHANDLER MEMORIAL LIBRARY & ETHNIC CENTER

Margaret J. Merrigan, Supervisor
Helen S. Julier, Library Assistant
Elinor F. Anatal, Library Assistant

CHILDREN'S DEPARTMENT

Kathy E. Bolton, Supervisor
Sheila E. Dudman, Assistant Supervisor
Constance Vandervort, Library Assistant
Susan M. Willmore, Library Assistant

CIRCULATION DEPARTMENT

Sharon A. Woodman, Supervisor
Edna M. Anagnost, Assistant Supervisor
Glen A. Bickford, Library Assistant
Priscilla Cunningham, Library Assistant
Julie A. Flemer, Library Assistant
Jane Hanle-Olsson, Library Assistant
Loren H. Rosson, Library Assistant
Katherina Springer, Library Assistant
Holly A. Sullivan, Library Assistant
Lea L. Touchette, Library Assistant
Doris G. Webb, Library Assistant
Trudy E. Wheatley, Library Assistant

COMMUNITY SERVICES

Jeannine T. Levesque, Coordinator

EXHIBITS

Bruce J. Marks, Coordinator

GENERAL ADULT SERVICES

Nancy A. Grant, Supervisor
Kathryn N. Lukasik, Reference Librarian
D.Julia Papadopoulos, Library Assistant

MAINTENANCE

Larry R. Case, Supervisor
Priscilla T. Marquis
Timothy J. Samson

MUSIC/ART/MEDIA DEPARTMENT

Ann R. Warren, Supervisor
Debra K. Flanagan, Assistant Supervisor
Evelyn A. Carrigan, Library Assistant
Janice M. Donahue, Library Assistant

SECURITY

Richard M. Kiley, Supervisor
Robert Rashkin, Assistant

TECHNICAL SERVICES

Scott A. Stangroom, Supervisor
Gloria E. Maduzia, Assistant Supervisor
Helen E. Bonenfant, Library Assistant
Louise A. Camp, Library Assistant

REPORT OF THE BOARD OF TRUSTEES

Frank B. Clancy, Chairman

For the twenty-seventh year, the Chairman is honored to present the Trustees' Report for the period July 1, 1995, through June 30, 1996.

As Chairman, I wish to express my gratitude to the members of the Board of Trustees for their dedication and efforts on behalf of the Citizens of Nashua. I am grateful for the opportunity to serve another term as Library Trustee ending March 31, 2003.

We wish to thank the Honorable Maurice L. Arel and Mary S. Nelson who served on the Budget Subcommittee.

We are pleased to report the addition of two new trust funds. The first is from the late Virginia Carr Bloomfield who earlier lived in Marblehead, MA and the second is from the estate of Genevieve P. Nesmith. both are without condition so that the Trustees may determine a proper use for the income of these funds. Many new services have been added thanks to the gracious generosity of benefactors.

The Charles Zylonis Fund has continued to provide programs and services promoting an understanding and appreciation of Lithuania and its culture. At the regular meeting held on September 5, 1995, Edward Vaitones, A teacher from Wilton, NH described his experience attending the summer exchange program at Vilnius University. He thanked the Trustees for the opportunity and stressed the importance of future exchange. Three individuals were selected for the Summer of 1996 program. The Zylonis subcommittee which includes Roger H. Osgood, Jr. and Mary S. Nelson worked on program proposals including the purchase of new book titles.

On September 26, 1995, the Chairman attended a hearing before the Honorable Raymond A. Cloutier, Judge of Probate to review the turning over of Zylonis Funds to the Trustees of the Nashua Public Library. Judge Cloutier reviewed testimony of counsel representing Londonderry and Pelham, and concluded that the towns had accounted to the best of their ability.

On February 6, 1996, the Trustees approved funds for programs celebrating Lithuanian Independence Day. On March 21, 1996, the Chairman; Mr. Osgood; and Mr. Frost met with Michael DeLucia, NH Director of Charitable Trusts to discuss an article on the Zylonis Fund for the New Hampshire Bar Journal. Throughout the year Mr. Osgood spent considerable time and effort on Lithuanian programs and the Trustees are grateful for his efforts.

The Burbank Fund continued to provide artwork for the enjoyment of the community. On September 5, 1995, the Trustees approved purchase of photographs by Francois Tuefferd of Hudson, NH who lived through the turbulent 1930's in France and photographed hundreds of scenes.

On November 7, 1995, the Trustees approved the appointment of new members to the Burbank Advisory Committee: Betty Costa, Mary Swanson, Donald Lightfoot, Amanda Jeffrey, and Robert Frost.

S. Rober Winer is to serve as Chair; Ann Warren, Secretary; and Robert Frost, Treasurer.

On February 6, 1996, a group proposing the creation of a "Yankee Flyer" mural for Main Street addressed the Board and described the project. Nashua artist James Aponovich and fund-raiser Meri Goyette answered questions and gave a progress report.

At the regular meeting on March 6, 1996, the Trustees approved $5,000.00 of income from the Burbank Fund for the mural project provided the remainder needed to complete the project has been raised.

In February, 1996, the Trustees approved the purchase of two watercolors by local artist Elise Grant Kohl for the Children's Area. They were selected by Burbank members Donald Marquis, Joseph G. Sakey, and Robert Frost.

The Henry Stearns Fund continued to provide new CD-ROM reference services as well as Business and Reference material. The new Henry Stearns Room adjacent to the Hunt room is nearing completion with a dedication planned for the Fall of 1996.

We are grateful for the donation of two marble benches to be placed on the Library lawn as a gift of the Nashaway Women's Club in celebration of their 100th Anniversary.

The Chandler Fund once again provided for the maintenance of the Chandler Memorial Library and Ethnic Center at 257 Main Street.

On Friday, March 29, 2996, the Chairman and Mr. Frost attended a seminar in Concord, NH concerning the investment of library trust funds. Speakers included representatives from the new Hampshire Attorney General's Office, Division of Charitable Trusts; New Hampshire Division of Taxation and Revenue; New Hampshire Public Investment Pool; and the New Hampshire Banking commission. Among topics covered were the New Hampshire Legal List and stock and bond investment trends. Pending New Hampshire legislation to reflect current investment markets and global financial systems was mentioned.

Earlier on November 7, 1995, Robert E. Hussey, VP and Trust Officer and E. Thomas O'Hara, Jr., CFA, VP and Chief Investment Officer at Bank of New Hampshire addressed the Board concerning the investment of Library Trust Funds. Among trends mentioned were the slowdown in the auto and consumer goods sectors of the market and the general slow growth in the economy with little near term risk of inflation. Though cautiously optimistic, Mr. O'Hara noted that much of the good news is already reflected in the prices of many stocks, particularly in the technology sector where dramatic price swings can occur. The speculative bursts of buying in the INTERNET related segments of technology were of particular concern. It was the consensus of the board and those present that given the high quality of stocks in our portfolio and our concern for restraint in risk exposure, the performance has been exemplary.

We wish to thank the staff for their dedication in serving our citizens.

On September 5, 1995, Edna M. Agnagnost retired as Assistant Supervisor of the Circulation Department and was succeeded by Jane Hanle-Olsson. In addition, Loren Rosson was promoted to full time Library Assistant 1 in Circulation.

On November 7, 1995, the Trustees appointed Julie Flemer to full time Office Assistant having served in the Circulation Department.

At the regular meeting on December 5, 1995, the Trustees hired Mary M. Mann as Community Services Coordinator to replace Jeannine T. Levesque who is now a Reference Librarian.

On January 2, 1996, Trudy E. Wheatley was hired as Library Assistant 1 in the Circulation Department.

The Trustees commended Richard Kiley, Security Guard, for his actions on the evening of December 5, 1995, when he responded to a cry for help from a Library employee who

was assaulted upon leaving the building at closing time. His prompt intervention and handling of the incident minimized injury to those involved.

At the regular meeting on February 6, 1996, Karen Egle-Gaber was promoted to full time Library Assistant 1 on the Bookmobile having served as part time Library Assistant in the Business Department.

At the May 7, 1996 meeting the Trustees promoted Leslie Burkel-Powell to Assistant Supervisor of Business Services, and at the June 4, 1996 meeting Roger Allen was hired as Assistant Security Guard.

On February 20, 1996, Dan Toomey, on behalf of AFT Local 4831, requested that contract negotiations begin for the next Library employee contract.

On March 6, 1996, S. Robert Winer announced that he is resigning his position as Trustee effective at the close of the April meeting, having served since February, 1953. At the regular meeting held on April 2, 1996, upon motion duly made and seconded, the Trustees unanimously

> **RESOLVED:** That the resignation of Trustee S. Robert Winer be accepted with regret and that the deepest feeling of appreciation be expressed for his forty three years of devoted service to the Nashua Public Library.

Mr. Clancy and Mr. Davis presented a Tiffany clock as a gift of appreciation from the Trustees and Staff and wished him good health and happiness in his new home in Hollis, NH.

At the regular meeting held on May 7, 1996, the Trustees unanimously chose David K. Pinsonneault to succeed Mr. Winer and requested a Joint convention with the Mayor and Board of Aldermen to place his name in nomination to serve the remainder of the term ending March 31, 2000.

We are grateful for the support of Mayor Davidson, The Board of Aldermen, and the Citizens of Nashua and strive to deserve and retain their respect and confidence.

DIRECTOR'S REPORT
Clarke S. Davis

LIBRARY EXPANSION CONTINUES.....
EAST WING, STEARNS ROOM, CAFE' YA, LIBRARY STORE

As the library approaches its quarter century mark at 2 Court Street, growing demands on this facility have brought about the need for renovation and expansion...a new East Wing area similar to the recently completed Music/Art/Media (West Wing) has been submitted to the Capital Improvements Committee. This area, now housing biographies, government documents and periodicals, will be the future home of the library's fiction collection, meeting facilities, and the Boomerang Lounge, a cafe where library patrons may relax and refresh themselves with a cup of coffee.

Shifting the library's fiction collection downstairs to this new area will allow a much needed expansion of non fiction, reference and business materials on the first floor of the library. The use of computerized information access will also be

expanded in every library department. After 25 years of heavy use, furniture will be reupholstered and carpeting will be replaced giving the entire library a "new look".

MUSIC/ART/MEDIA AREA RELOCATED TO HOUSE STEARNS ROOM/CAFE' YA, LIBRARY STORE AND RECEPTION AREA

The Stearns Room is scheduled to open in the fall of 1996, with facilities for quiet study and small group meetings. This room which features a dramatic view of the reborn Nashua River, will house a choice collection of New England books, Native American history and culture, rare books, and law books.

Concurrent with the Library's 25th Anniversary Celebration, the Cafe YA will open, bringing books, magazines, computers, and a place exclusively reserved for Nashua's young adults. Cafe YA will be a downtown gathering place for their interests and enthusiasms.

The NPL Store and Reception Area will provide convenience items, books, reading lights, prints, pencils, paper, postage, clothing specialties, and other items for library users. Library phone communications, reception and directional inquiries will also emanate from this location.

THE NASHUA PUBLIC LIBRARY
.....MORE THAN "JUST A LIBRARY"

Although books will always be our primary product, the Nashua Public Library has always enthusiastically pursued information in other formats. An ambitious series of free public programs provided much direct information not yet available in print, such as our library orientation seminar, Using the Library Today, designed to help adults, including those who may be returning to school, get the most out of today's library and its services. Major feature films, enhanced by a new wide screen and nine speaker surround sound, were enjoyed Friday nights from October to May at the NPL Theater's Cinema Cabaret series. Audiences reached much greater size when Plaza Pics presented family film classics such as Little women and the Lion King on the Library plaza lawn and at Greeley Park on Friday nights under balmy summer skies.

Our Ethnic Center at the Chandler Memorial Library celebrated its 13th anniversary in September. The Ethnic Center offers books, magazines, records, films and cooking programs throughout the year, giving Nashuans the opportunity to expand their horizons. Programs featured an Irish Film Festival, along with an Introduction to Celtic Design, An American Perspective of Life in Estonia, Indian cooking class and Scottish Country Dancing.

Our children's Department continued to make the Library engaging for the next generation of readers and library users by offering a huge weekly selection of library programs, Saturday films and live puppet/storytelling sessions.

Much information and entertainment for adults was provided as well as Bach's Lunch concerts which packed our Music/Art/Media Department on hot summer days, while Starting Your Business, Talking To Your Mechanic, Buying a House & Surviving, Resume Writing workshop seminars helped citizens cope with the serious side of life. All of these events and many more kept the Nashua Public Library Calendar full during 1995....a lot more than just books!

We are indebted to the New Hampshire Humanities Council for their funding assistance on the following programs presented at the Library:

1) Uncommon Water: Women Write About Fishing

2) Making a Living: The Work Experience of African Americans in New England

THE LIBRARY IN THE COMMUNITY

The Nashua Public Library serves a purpose beyond the traditional one of circulating books and other materials. The Library is very much involved in the community and has served to introduce the community to itself and to act as a forum for a great variety of community programs. over 1,700 meetings were held free and open to the public in the Library's various meeting rooms during the 75.5 hours per week that the Library is open.

We realize that you will continue to support your library only to the extent that is responsive to your needs. Identifying and satisfying these demands will continue to be our primary goal. As always, the factor contributing most significantly to our success is people - a competent and dedicated staff, a concerned Board of Trustees, an alert City government and a community supportive to the services provided by its public library.

As its Director, I hope to continue the excellence established by the Nashua public Library.

U.S. FIRST TEAM

Mayor Donald Davidson honored the
Nashua High School/Sanders U.S. FIRST Team

NASHUA SCHOOL DISTRICT

Superintendent	**Joseph Giuliano**
Assistant Superintendents	**John Cepaitis**
	Elaine Holt
Business Administrator	**Mark Conrad**

The Nashua 2000 Educational Reform Model
(Change is Coming!)

The Nashua 2000 Educational Reform Model had its beginnings in early 1991 when the Nashua 2000 Steering Committee was formed in response to the national Goals 2000 program. The Steering Committee appointed subcommittees to examine each of the national goals and to make recommendations for the future of education in Nashua.

The *Curriculum Council*, the *Assessment Task Force*, and the *Professional Development Council* are three components of the Nashua 2000 Steering Committee that form the nucleus of the current reform model, the **District Educational Improvement Plan**.

Curriculum Council

The Curriculum Council is made up of parents, teachers, administrators, Board of Education members, City government representatives, and business and community representatives who are charged with setting the vision and providing direction for curriculum development that will prepare Nashua students for the 21st century.

The Council responded to its charge by developing seven **student standards** which represent what students should know and be able to do in order to graduate from Nashua High School (see below). The Council monitors and supports the development of curriculum standards based on the NH Educational Improvement and Assessment Program and national curricula standards. The Curriculum Council is developing a long-range plan for curriculum which addresses the need for personnel, equipment, the instructional environment, materials, technology, and community connections.

Nashua 2000 Student Standards

Students who graduate from Nashua Senior High School shall demonstrate that they have the knowledge and ability to...

1. **Understand the world and their position in it.**

   The world: the forces that have shaped the past and present and those that have shaped the global community:
   - the historical, social, economic, technological, and geographic forces that have shaped the American present
   - the connection between U.S. and world history
   - the impact of geography, history, and diverse cultures on today's global society

Understand their position as U.S. and world citizens:
- their role in a democratic society
- their responsibilities as individuals; family members; and local, community, state, national, and world citizens
- their need to protect the global environment and conserve natural resources

2. **Use language, both English and another, as a means of communicating successfully with others and as a means of understanding American and other cultures.**

Be proficient in English:
- listen attentively and with comprehension
- present ideas orally with clarity and persuasiveness
- read with understanding and enjoyment, for personal enrichment and practical success
- write with clarity and correctness, for personal enrichment and practical success

Understand and value the language and culture of others:
- demonstrate a basic conversational ability in a second language
- understand the values and heritage of another culture as expressed through literature or language of that culture

3. **Understand and apply the concepts of the life sciences, the physical sciences, and mathematics to various aspects of the physical world to solve personal, scientific, and business problems.**

The life and physical sciences:
- understand the basic concepts of the life and physical sciences
- understand the nature of the scientific endeavor

The Scientific Method:
- apply the scientific method of inquiry to topics of investigation
- understand the historical, social, and intellectual contexts within which science is practiced.

Mathematics:
- understand the principles and concepts of mathematics in the historical, social, and intellectual contexts
- understand and apply the concepts of mathematics to solve personal, scientific, and business problems

4. **Use and understand the arts and humanities as a means of personal expression and as a way of enriching life experiences.**

Literature and Drama:
- interpret literature and drama of their own and other cultures through the historical, social, and intellectual context in which they exist

Art and Music:
- interpret the art and music of their own and other cultures through the historical, social, and intellectual contexts in which they exist

5. **Solve problems and process information using appropriate strategies and technologies.**

Use and access information:
- acquire and evaluate information
- organize and maintain information
- interpret and communicate information
- use computers and other multimedia resources

Think critically and creatively to solve problems:
- determine the validity and reliability of information
- analyze, synthesize, and evaluate information
- use creative thinking strategies
- apply logical thinking and informed judgment
- develop and evaluate conclusions

Function effectively in a technological environment:
- understand the implications of existing and emerging technologies on our society
- use appropriate technologies in personal, academic, and work environments

6. **Act as responsible, healthy, and caring human beings who respect themselves and others and can set personal and interpersonal goals.**

Maintain a healthy lifestyle:
- recognize the importance of physical fitness, personal safety, and good health

Understand the importance of parenting skills:
- recognize the need for positive familial relationships and acceptable social mores

Understand themselves and the dynamics of interpersonal relationships:
- respect and value self
- respect and value differences among individuals
- make informed career decisions
- assess accomplishments and areas needing improvement
- set personal goals for improvement
- demonstrate ethical behavior

7. **Be independent, lifelong learners and individuals who can recognize and value differences, abilities, ideas, and talents, as well as culture, race and religion.**

Work independently as well as cooperatively with others:
- demonstrate adaptability
- accept challenges
- mediate and resolve conflicts
- take risks
- coach and mentor

Assessment Task Force

This group of parents, teachers, administrators, and community representatives is investigating the various methods we currently use, as well as new methods we can use, to assess our students in order to ensure that they are meeting the proficiencies and standards upon which we have agreed. In addition to establishing procedures which include a variety of assessment techniques, they are also establishing the standards and criteria for proficiency and conditions for assessing special student populations.

Professional Development Council

This group has the responsibility of addressing the professional development of our faculty. The group's activities focus on monitoring the professional development process and teacher certification; recommending in-service programs related to the curriculum and proficiencies initiative; and identifying exemplary instructional practices and strategies.

All of these efforts have the same goal: improving student achievement.

NH Educational Improvement & Assessment Program

The State Department of Education has designed Curriculum Frameworks which identify what students should know and be able to do at the end of **grades three, six, and ten**. An annual assessment is conducted of all New Hampshire students at those grade levels to measure student achievement of the standards, goals, and proficiencies in the Frameworks.

The 1995-96 school year was the third year in which New Hampshire third graders participated in those assessments and the first year in which students at grades six and ten participated.

The results of the three years of testing for ***third graders*** are listed in a chart below. We are very proud of the increase in the percentage of grade three students who scored in the Advanced and Proficient categories each year, and conversely in the decrease in the number of students scoring in the Basic and Novice categories.

NHEIAP
PERCENT OF THIRD GRADE STUDENTS*
SCORING IN THE FOUR CATEGORIES OF ACHIEVEMENT

	ADVANCED			PROFICIENT			BASIC			NOVICE		
	93-4	94-5	95-6	93-4	94-5	95-6	93-4	94-5	95-6	93-4	94-5	95-6
Language Arts	1%	4%	6%	14%	26%	30%	48%	45%	41%	32%	20%	18%
Mathematics	3%	15%	16%	19%	31%	28%	45%	38%	40%	28%	13%	13%

	93-4	94-5	95-6
Average Writing Score (12 possible points)	5.9	7.1	7.0

In all three years, 3-5% of the students were not included in the testing.

Nashua third graders scored extremely well in **1995-96**. We are very proud of the fact that, among districts which tested over 300 students, we were one of two districts that had the highest percentage of students scoring in the Advanced and Proficient categories of achievement, when combining Mathematics and Language Arts scores in those categories. We share this honor with the Salem, NH, School District.

Nashua third graders also scored exceptionally well on the **1994-95** assessment when compared with other Districts which also tested more than 300 students. In Language Arts, 30% our students scored above the State Average of 29% in the Advanced and Proficient categories and fourth out of the ten largest cities. **In Mathematics, our students scored first, among larger cities, in the number of students in the Advanced and Proficient category,** with 46% of our students achieving in these categories.

The first-year results for **grades six and ten** will be received in November 1996. These scores are viewed by the State as ***baseline data***, since they represent the first time students at those grade levels were assessed against the new and rigorous standards. We are anxious to receive this baseline data so that we can focus on achieving the same fine gains over time at these grade levels.

Reading Recovery, Early Success, & Project Read Intervention Programs

In order to improve the reading skills of our students in need of extra support in first grade, Nashua adopted two early intervention programs during the 1995-96 school year. The programs, Reading Recovery and Early Success, are intended to focus on accelerating reading skills teaching students to use phonics, context, and language patterns to develop an understanding of their reading materials and to develop their writing skills.

Title I teachers were trained in the use of both programs and have been working with Title I students individually and in small groups to assure their early success. All schools had at least one person trained in the Early Success program. Those teachers have been working with small groups of first graders. The Early Success program is being continued at the second grade level during the 1996-97 school year because of the benefits which we have observed from it.

Representatives from each school were also trained to use the Project Read program, which is a multi-sensory approach to reading. The training emphasized strategies to develop phonetics skills in readers.

District Technology Plan Moves Forward

Following several years of research, debate, committee meetings, and consultation, the School District is now ready to move forward into the 21st century with a comprehensive technology plan.

The District's plan recognizes the fundamental shifts taking place in technology, moving away from individual PC's to technology networks which access information via the Internet and provide multimedia capabilities combining voice, video, and data.

Basic components of this first phase of the technology plan include establishing a wide-area network connecting all sixteen schools and the District Office; establishing a local-area network in each school; placing computers in school libraries, offices, and sixth grade classrooms; and upgrading computer labs at Pennichuck Junior High School and Nashua Senior High School. The library circulation system will be computerized to provide one electronic "card catalogue" linking the library resources of all sixteen schools, as well as providing students and teachers with the capability of doing on-line research. Internet access will be provided through the network.

In this first phase of the plan, network wiring within each school will generally be limited to the library, principal's office, sixth grade classrooms, and the senior high school computer labs. However, network components will be designed for future expansion into additional classrooms and labs. Establishing a wide-area network will enable the School District to support more technology with limited dollars, since software can be purchased through network licenses and made available to all network users after installation at just one location.

This initial effort will cost approximately $1 million, funded through school allocations across several fiscal years, school construction accounts, and existing federal grants. However, funding for additional technology will remain a priority within the school budget as the School District's curriculum changes to better utilize technology as a tool for learning, and meet the demand for technologically competent graduates.

Implementation of the plan is now getting under way beginning at Nashua Senior High School, and will continue throughout the 1996-97 school year.

School-To-Career Program

With the enactment of the School-to-Work Opportunities Act of 1994, schools were given the opportunity to implement systems that would help all students achieve high standards, while providing them with experiences that promote an understanding and exploration of careers and support in planning for a career.

In December 1995, the Board of Education approved the formation of a study committee to develop a plan for a School-to-Career Opportunities System in Nashua. This task force includes administrators, teachers, business, and community members who will explore implementation models of other districts in order to integrate the tenets of School-to-Career with the Nashua 2000 Standards. Some District representatives have traveled to Winnacunnet High School in Hampton, New Hampshire, to experience and reflect on one example of a School-to-Career model. Simultaneously, curriculum audits were accomplished for each discipline.

In January, the K-12 Task Forces will move forward with the Curriculum renewal process by addressing the recommendations of the audit teams and the SCANS (Secretary-Commission of Achieving Necessary Skills) Report, Learning a Living: A Blueprint for High Performance.

Advanced Placement Program

Nashua High School continues to be an active participant in The College Board's advanced placement program. AP Examinations, which students take in May after completing challenging college-level courses at Nashua High School, are graded on a 5-point scale (5 being the highest). Most colleges and universities award credit and/or placement for grades of 3 or higher.

In the past several years, Nashua High School has had more students taking AP Exams than any other public or parochial school in New Hampshire. During the last ten years, NHS students have taken nearly 1400 AP Examinations, with 80% of the scores being a "3" or higher. Nationally, fewer than 70% of AP examinees earn a score of "3" or higher. Currently, Nashua High School offers 13 advanced placement courses.

Construction Projects Under Way in Three Schools

Three school construction projects are now in full swing in the Nashua School District, with work getting underway at the Dr. Crisp and Bicentennial Elementary Schools in July 1996 and completion of the Fairgrounds Junior High School project anticipated by December 1996.

Renovations in all three schools will respond to significant maintenance needs with the replacement of roofs, windows, doors, and boilers; fire safety will

improve with the installation of sprinkler systems; and all classrooms will be wired to provide full access to computer networks.

The renovation and expansion of Fairgrounds will result in six additional classrooms, a new library, expanded core facilities, and complete renovation of existing spaces. A state-of-the-art heating and ventilation system will improve air quality throughout the building. The new education technology center will enable the District to upgrade its technology education program, providing a true technology-based curriculum and multi-media workstations for students. The old library at the center of the school has been converted to art studios with interior glass windows, allowing the school community to watch students creating and displaying their work.

Construction at Dr. Crisp and Bicentennial Schools will result in a total of fifteen new classrooms between the two schools, allowing the District to retire some portable classrooms. Core facilities at these schools have become inadequate with the growth of the schools; therefore, the cafeterias, libraries, computer labs, and principal's offices in both schools will be expanded. All other existing spaces will be fully renovated. Open classroom areas at Bicentennial will be improved with flexible folding walls; and a new gymnasium will be built at Dr. Crisp to provide adequate space for the student lunch program and physical education, which now share a multi-purpose room. Completion of the Crisp and Bicentennial projects is anticipated for October 1997.

Food Service Program

During the 1995-96 school year, all elementary schools and Nashua High School offered students breakfast every school day. In addition, District menus were revised to reflect the Dietary Guidelines for Americans. This effort specifically focused on the reduction of fat, sodium, and sugar. Self-serve food carts were implemented in each elementary school as part of the food service initiative to offer more fruits and vegetables on a daily basis, and at the same time allow students the opportunity to self-select food items in the quantity they want.

Last fall we were pleased to have **Fairgrounds Elementary School** designated as one of the nation's first 50 Team Nutrition Schools. Team Nutrition is an exciting program designed to help schools implement the U. S. Department of Agriculture's School Meals Initiative for Healthy Children. The school was recognized as one that shares Team Nutrition's goal to improve the health and education of children through better nutrition.

Also during the year, a computerized point-of-sale system was installed in every school cafeteria. This system processes activities associated with free and reduced-price meal applications and stores meal count and sales data from each school. Information is transferred by modem on a daily basis to a central office system for District record keeping.

Partners-In-Education Program

The Nashua School District's Partners in Education Program consists of three components: School Volunteers, Adopt-a-School, and Partners-at-Large.

Each of Nashua's 16 schools has an active **school volunteer program** and is involved in business partnership linkages. These programs are organized and managed by coordinators who donate vast numbers of hours to involve parents, community members, students, and business representatives in school-related

activities such as tutoring, mentoring, assisting in classroom activities, chaperoning, and coaching in sports and homework clubs.

During the 1995-96 school year, the School Volunteer and Business Partnership programs involved more than 6,900 volunteers who donated in excess of 197,000 hours to the personal and academic growth of our students. Translated into dollars, this represented $2,533,840 given to the schools by volunteers (based on $12.84, a figure provided by the Independent Sector of non-profit and volunteer organizations in Washington, D.C.).

All 16 Nashua Schools were honored with the **Blue Ribbon School Achievement Award** for the eighth consecutive year. Sponsored by the NH Department of Education and the NH Partners-in-Education, the Blue Ribbon award distinguishes schools that exceed goals established to recognize exceptional school volunteer efforts.

Twelve community **school-business partnerships** from Nashua celebrated their collaborations at the Eighth Annual Gold Circle Partnership Awards at the State House on November 7, 1996. This coveted award, sponsored by the NH State Department of Education and NH Partners-in-Education, recognizes collaborative efforts between schools and communities to create exemplary education partnerships. Receiving the awards for the 1995-96 school year were the following:

Adopt-a-School Programs: Charlotte Avenue/Saturn of Nashua; Bicentennial School/First NH Bank (now Citizens' Bank); Dr. Crisp School, Mrs. Shea's 3rd Grade Class/Hunt Community; Mt. Pleasant School/Daniel Webster College; Sunset Heights School/Rivier College; Fairgrounds Junior High School/St. Joseph Hospital; Nashua High School/Hamblett & Kerrigan P.A.; Nashua High School/Southern NH Regional Medical Center.

Partners-at-Large Programs in partnership with the Nashua School District: Nashua Barnes and Noble; Time Warner Cable; Nashua Fire Rescue; and Nashua Police Department.

Interested individuals and businesses may contact the Partners-in-Education office at Nashua High School, 594-4311, and speak to either Susan Herring, School Volunteer Coordinator, Ext. 188; or Marge Fraser, Coordinator, Vocational/Business Partnerships, Ext. 189.

Athletics

Nashua High School completed its 1995-96 sports season with a record of 239 wins, 145 losses, and 4 ties.

The fall season ended with a record of 70 wins and 64 losses. Girls soccer, boys soccer, and volleyball teams advanced to the N.H.I.A.A. State Tournament rounds.

The winter season had two State champions: Girls Indoor Track and Girls Basketball. The season combined record was 99 wins and 44 loses.

The spring season had a record of 63 wins and 37 loses. Baseball, softball, and lacrosse all qualified for the N.H.I.A.A. State Tournament. Softball lost to Concord in the finals. Baseball (seeded #1) lost in the opening round tournament to Spaulding. Lacrosse lost in the second round to Hanover.

Honors and Awards

We proudly acknowledge the efforts of our students and staff during the 1995-96 school year!

Student Honors

- **Sari Cohen and Richard Pietravalle**, Nashua HS, 1996 National Merit Scholarship Finalists

- **Sara Elizabeth Tretter**, Nashua HS, Hugh O'Brian Youth Leadership Ambassador

- **James P. Krustapentus**, Nashua HS, attended the U. S. Senate Youth Program in Washington, D.C.

- **Nicholas Krasucki**, Nashua HS, nominated as a 1996 Presidential Scholar

- **James Krustapentus, Nicholas Krasucki, and Christine Williams**, Nashua HS, finalists in the annual Nashua Exchange Club Youth of the Year Award Program

- **Nalia Moreira**, Nashua HS Senior, selected as a delegate to the 1996 National Youth Science Camp

- **Atalie Kessler**, Nashua HS Senior, winner in the journalist category of the 1996 Scholastic Competition Awards sponsored by the Boston Herald

- Nashua HS 1996 Top Ten Scholars: **(1) Sarah Taylor, Valedictorian; (2) Denise Chow, Salutatorian; (3) Naveen Sastry; (4) Angelique Coviello; (5) Bridget Chow; (6) Yudy Chen; (7) Sari Cohen; (8) Jeremy Heller; (9) Nalia Moreira; and (10) Lisa Kaplan**

- **Kevin Peterson**, 1996 Nashua HS Outstanding Male Athlete

- **Elizabeth Pratt**, 1996 Nashua HS Outstanding Female Athlete

- **100 Nashua High School Band Students** attended the Annapolis Music Festival in Annapolis, Maryland, and received the highest ratings for concert band, jazz band, and color guard.

- **Nashua High School Drama Club**, NH Educational Theater Guild Regional Competition, winner for one-act play

- **Nashua High School's U.S. First Team** won the regional competition and went on to Orlando, Florida to compete in the nationals.

- **Nashua High School** captured first place in the annual Physics Olympics competition

- **Nicole dePontbriand**, Elm Street Junior High School, writer and illustrator of a book entitled, *Not So Long Ago*

- **Eric Archambault, Abigail Baker, Stephanie Barton, Jocelyn Bernatchez, Kenneth Boff, Nicholas Deane, Carrie Dwyer, Ryan Flynn, Jamisen Franks, Erik Gibson, Jessica Gould, Rachel Jackson, Erin Mahoney, Mike McGuinness, Enrico Mongeau, Joe Moylan, Lisa Mull, Thanh Nguyen, Craig Ogden, Chad Panneton, Rachel Peterson, Eric Poirier, Karl Saunders, and**

Jennifer Raymond, Elm Street Junior High, received awards in the NH Scholastic Art Awards Competition sponsored by the Boston Globe.

- **Vacilious Pournaras, Michael Sullivan, and Stephen Lembree,** Pennichuck Junior High School, First Place, Control Technology, National Technology Student Association Conference Level One Competition

- **Vacilious Pournaras and Michael Sullivan**, Pennichuck Junior High School, Third Place, Construction Technology, National Technology Student Association Conference Level One Competition

- **Stephanie Moquin**, Pennichuck Junior High, top honors for poetry, Annual Literary Festival, Rivier College

- **Emily Holland, Johany Infante, Wendy Cora, Jessica Dion, Greg Barry, Sarah Price, Ann Clyde and Stephanie Moquin**, Pennichuck Junior High School, poems published in a Barnes and Noble publication

- **Kimberly Blanchette, Benjamin Cardamone, Sheel Dandekar, Christoper Dobens, Nicholas Hindy, Rachel Insigna, David Rich and Molly Zink**, Birch Hill School, recipients of Johns Hopkins Center for Talented Youth NH State Awards

- **Sheel Dandekar**, Birch Hill School, First Place Award in Quantitative Math, Johns Hopkins Center for Talented Youth National Recognition

- **Charlotte Avenue School**, Odyssey of the Mind State Winner in Division I, *Tall Tales*

- **New Searles School**, Odyssey of the Mind State Winner in Division I, *Crunch*

- **Katie Yamamoto**, Main Dunstable, first place in Nashua Junior Women's Club Youth Writing Contest

- **Christopher R. Andrews**, Main Dunstable, was a winner in the FAA's International Aviation Art Contest

Staff Honors and Awards

- **Mary Jane Bodge**, Nashua HS, cited by the Home Baking Association as one of the Top 40 Family and Consumer Science Teachers for 1996

- **Dorinda Doyle**, Nashua HS, Outstanding Vocational Teacher of the Year

- **Elaine Edwards**, Nashua HS, selected by senior members of the National Honor Society to receive the first Nashua High School No Bell Outstanding Teacher Award

- **David Goldsmith**, Nashua HS, National Law Related Education Teacher of the Year

- **Art Johnson**, Nashua HS, awarded the Balomenos Award by the NH State Conference of Mathematics in recognition of lifetime dedication and achievement in mathematics education

- **Anita Lyle**, Nashua HS, was selected as one of 36 teachers nationwide to be recognized by The Disney Channel and McDonald's Salute the American Teacher; she was also nominated as one of the three finalists from New

Hampshire to compete for a national Presidential Award for Excellence in Science and Mathematics Teaching.

- **Robin Peringer**, Nashua HS, selected by the General Federation of Women's Clubs as the Outstanding New Hampshire Woman in the Arts

- **Marci Woodman**, Nashua HS, selected as one of only 15 teachers nationwide to receive the National Crystal Apple Award from Time Warner Cable

- **Diane Savage**, Nashua HS, New Hampshire's Environmental Teacher of the Year

- **Katherine Tafe and Francia Barksdale**, Elm Street Junior High School, received Cable in the Classroom Teachers Awards

- **Shirley Ferguson**, Amherst Street School, NH Agriculture in the Classroom Teacher of the Year

- **Jackie McKnight**, Charlotte Avenue School, CHADD (Children with Attention Deficit Disorders) Teacher of the Year

- **Keiko Tsuzuki**, Japanese teacher intern at Charlotte Avenue School, was an Environmental Protection Agency (EPA) poster winner

- **Kerry Arguin**, Ledge Street School, recognized for her contributions and dedication to the Boys and Girls Club

- **James Geddes**, Ledge Street School, cited by the Rivier College Alumni Association as an Outstanding School Counselor

- **Bruce Geer**, Principal, Mt. Pleasant School, named Principal of the Year by the Junior Achievement Club of Nashua

- **Julia Bressler**, Interdisciplinary Curriculum Specialist, chaired the 1996 Northeast Conference on the Teaching of Foreign Languages held in New York City from
April 17-21, 1996. The conference was attended by 3,000 foreign language educators from throughout the country. Bressler was responsible for setting the theme of this year's conference and for developing the concept and prospectus for the conference report entitled, *Foreign Languages for All: Challenges and Choices.*

- **Joanne Kinsey**, the Nashua School District's Director of Food Service, was elected to serve as President Elect of the New Hampshire School Food Service Association and will serve as State President during the 1996-97 school year.

Published Writings by Staff

- **Janice Arcaro**, Nashua HS, published a book entitled, *Creating Quality in the Classroom*

- **Joan Cassidy**, Main Dunstable School, published an article in *Arts Activities Magazine*

Other Awards

- **Marsha Gardner**, a Mount Pleasant School parent volunteer for eight years who has shared her time and artistic expertise in countless volunteer endeavors, won the prestigious NH Partner-in-Education Outstanding School Volunteer award for the 1995-96 school year.

- **Ann Louise Chauvette**, Ryder Transportation's 1996 Nashua Location Driver of the Year

NASHUA HIGH SCHOOL
ALUMNI BAND

Former Nashua High School Band Members
Celebrating 100 years of football
at Nashua High

EDGEWOOD CEMETERY

Superintendent **Jeffrey Snow**

TRUSTEES

George B. Law, President
Allan M. Barker
Douglas M. Barker
Rev. James S. Chaloner
Norman E. Hall
Thomas A. Maffee, Secretary
Philip L. Hall
Frederic E. Shaw
Kenneth Spaulding

The sale of burial space has continued at a brisk pace in the new Chapel Hill area of the cemetery. This year there were a total of 129 grave spaces sold; 1-6 grave lot, 12-4 grave lots, 34-2 grave lots and 7 single graves. The 2 grave lots which allow for monuments have been very well received. The cemetery performed 107 interments this year, 80 adult burials, 21 cremations and 6 infants. At the request of a support group associated with St. Joseph Hospital for families that have experienced a loss of an expected baby because of miscarriage, stillbirth or neonatal death a small area has been set aside for the scattering of the cremated remains of these fetuses. The remains of 8 fetuses were scattered one day in May, with this to be done once or twice annually as needed.

The well which was drilled last year has been put into service with the installation of the pump and connections to the existing piping within the cemetery. The well can supply nearly 25 GPM and provides over 75% of the cemetery grounds with water.

A new oil fired boiler was installed in the office to heat the office work shop and greenhouse. this will supply energy efficient heat, replacing the coal fired boiler which had been converted to oil.

The fiberglass panels were replaced on one greenhouse. the replacements will allow more light to pass through resulting in better quality plants.

The Edgewood Cemetery Trust fund had a market value of $1,498,157.86 as of June 30, 1996.

JUNE 14, 1996

OLYMPIC TORCH RELAY

Dr. Robert Moheban
lights the cauldron at City Hall
with a flame from the
Olympic Torch